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ABSTRACT

The document is designed as a refresher course to help clerical-secretarial employees who take Gregg Shorthand Simplified or Diamond Jubilee work toward higher speed and accuracy. Its particular objectives are: to increase the secretary's ability to meet dictation requirements; to build an awareness of the importance of correspondence procedures, Government style practices, and shorthand shortcuts and tips necessary to maintain paperwork efficiency; and to encourage the secretary to strive continuously for excellence in shorthand. It contains sample dictation, brief forms, and a 70-page section on rules of grammar and style. (Author/AG)

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Work Book for Shorthand Excellence

INTERAGENCY TRAINING PROGRAMS

FILMED FROM BEST AVAILABLE COPY

SHORTHAND EXCELLENCE WORKSHOP

CALENDAR

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDA
1 ACTIVITIES Introduction Practice dictation Transcription Hangups Pre-test	(Homework) Textkit–Sections 1-3 Review brief forms Diamond Jubilee p. 176–Textkit Simplified–p. 80-81 SE Workbook Effective Revenue Writing (ERW) (Green Section)	2 ACTIVITIES Practice dictation Methods of building speed and shorthand tips Transcription Hangups Reading from homework	(Homework) Textkit–4-6 ERW–Punctuation (Blue Section) Review brief forms	3 Practi Brief Trans HOME Textk Revie work
4 ACTIVITIES Practice dictation Transcription Hangups Government shortcuts Government Style Dictation Phrase Review Reading	(Homework) Textkit–11-14 Word Division SE Workbook–p. 127 Review principles 11-14	5 ACTIVITIES Practice Dictation Word drill–11-14 Transcription Hangups Government Style Dictation Reading Take-home transcript	(Homework) Textkit–15-18 Number review SE Workbook pp. 123-125 Review principles 15-18	6 Practi Transc Word Goverr Dicta Transc
(Homework) NO CLASS HOMEWORK for Tuesday Textkit–19-23 Review principles 19-23	7 ACTIVITIES Practice dictation Government Style Dictation Transcription Hangups Word drill–19-23 Reading HOMEWORK: Textkit–24-26 Review principles 24-26	8 ACTIVITIES Practice dictation Word drill–24-26 Transcription Hangups Government Style Dictation from a Government BOSS Transcription test HOMEWORK: Textkit–27-28 Review principles 27-28	9 ACTIVITIES Practice dictation Government Style Dictation Reading Transcription test, HOMEWORK: Textkit–29-30 Review principles 29-30	10 Practi Word Goverr Dicta Readir FINAL test

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VITIES tation n Hangups shortcuts Style ew	(Homework) Textkit–11-14 Word Division SE Workbook–p. 127 Review principles 11-14	5 ACTIVITIES Practice Dictation Word drill–11-14 Transcription Hangups Government Style Dictation Reading Take-home transcript	(Homework) Textkit–15-18 Number review SE Workbook pp. 123-125 Review principles 15-18	6 ACTIVITIES Practice dictation Transcription Hangups Word drill–15-18 Government Style Dictation Transcription test
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SHORTHAND EXCELLENCE

for

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Communications and Office Skills
Training Center
Bureau of Training
U. S. Civil Service Commission
Washington, D. C.

WELCOME TO SHORTHAND EXCELLENCE.

Shorthand is a very important and much needed skill for today's Government secretary. The refresher course has been designed to help clerical-secretarial employees who take Gregg Shorthand Simplified or Diamond Jubilee work toward higher speed and accuracy. Your interest in working toward this goal is indicated by your presence.

The objectives for "Shorthand Excellence" are:

1. To increase the secretary's ability to meet the requirements of the boss' dictation.

2. To build an awareness of the importance of correspondence procedures, Government style practices, and shorthand shortcuts and tips necessary to maintain paperwork efficiency.

3. To encourage the secretary to continuously strive for "Shorthand Excellence."

Keep up your secretarial skills. They are important to you.

SHORTHAND EXCELLENCE GRADING SCALE

This scale is based on 3-minute tests and not more than 10 percent error. The first column shows the number of errors, and the second column shows the percent of accuracy.

50 WPM		60 WPM		70 WPM		80 WPM	
1-2	99%	1-2	99%	1-3	99%	1-4	99%
3-4	98%	3-4	98%	4	98%	5-6	98%
5	97%	5-6	97%	5-7	97%	7-9	97%
6	96%	7-8	96%	8-9	96%	10	96%
7	95%	9	95%	10	95%	11-12	95%
8-10	94%	10-12	94%	11-13	94%	13-16	94%
11	93%	13	93%	14-15	93%	17-18	93%
12-13	92%	14-15	92%	16-18	92%	19-21	92%
14	91%	16-17	91%	19	91%	22	91%
15	90%	18	90%	20-21	90%	23-24	90%

90 WPM		100 WPM		110 WPM		120 WPM	
1-3	99%	1-5	99%	1-3	99%	1-4	99%
4-6	98%	6-8	98%	4-7	98%	5-9	98%
7-9	97%	9-11	97%	8-11	97%	10-12	97%
10-12	96%	12-14	96%	12-13	96%	13-16	96%
13	95%	15	95%	14-16	95%	17-18	95%
14-16	94%	16-20	94%	17-20	94%	19-22	94%
17-19	93%	21-23	93%	21-24	93%	23-26	93%
20-22	92%	24-26	92%	25-27	92%	27-30	92%
23-24	91%	27-29	91%	28-30	91%	31-33	91%
25-27	90%	30	90%	31-33	90%	34-36	90%

Percent of Error

99% accuracy - 1% error
98% accuracy - 2% error
97% accuracy - 3% error
96% accuracy - 4% error
95% accuracy - 5% error
94% accuracy - 6% error
93% accuracy - 7% error
92% accuracy - 8% error
91% accuracy - 9% error
90% accuracy - 10% error

3. Mr. James: As you know, we try to include in the monthly company bulletin a brief sketch of the salesmen who have been added to the staff recently. I understand that about a week ago you added two men to your department and that they will represent your department on the East Coast.

Would you please let me have a few lines about each man. I should like to have some information about the experience of each and the type of work he will do. Even though it is not essential, please send me a recent picture of each if you have one available.

Can you let me have this material by April 5? J. C. Jones

5. Dear Mr. Gray: The ten days I wrote you that I would wait before taking legal action on your account have passed, and I have not heard from you. I am, therefore, authorizing our credit manager to turn the matter over to my lawyers.

I do not like to do this because

neither of us will profit by this action. I shall have to pay a collection fee, and your credit standing will suffer.

All this is not necessary. There is still time to prevent litigation. You have only to send me your check in the enclosed envelope. When I receive it, your account will once again be in good standing. Take definite action today. Sincerely yours,

7. Gentlemen: About three weeks ago I bought one of your television sets and had you install it in my home. I am sorry to report that we have had nothing but trouble with it.

Your man has been here six times. On each visit he has made some adjustments, and on two occasions he installed new parts. In spite of his efforts, we still cannot get a clear picture. Every station to which we turn comes in with so much snow that it is impossible to sit and watch a program for more than a few moments.

I feel that no amount of

adjustment will make the set perform

satisfactorily. I wish, therefore,

that you would have your man call

for it and that you replace it with

a new one. Cordially yours,

SECTION 2

11. Dear Mr. Thomas: Yesterday I

walked through the Evanston business

district visiting all the stores.

Never before had I seen them display

such a fine line of merchandise. I

am very proud to be a member of the

Chamber of Commerce of such a

business area.

I hope that you will set apart

one or two evenings between now and

the end of the year to have dinner

in the area and then visit as many

of the stores as possible to see

for yourself how nicely they are

decorated and how completely they

are stocked.

I know that you, too, will be

proud to live in a city with so

many progressive merchants who look

after your shopping interests.

Sincerely yours,

13. To the Staff: As you know, considerable progress has been made toward the achievement of the $1,000,000 sales goal that we have set for ourselves for next year. I realize, of course, that much planning and hard work will be required to do the job; but by strengthening our sales staff, we should be able to reach our goal.

At the last meeting of the planning committee, several decisions were made that should help us in our selling efforts. These decisions, which will be effective on September 1, are shown on the enclosed organization chart.

If any of the changes described on the chart are not clear to any of the people affected by them, I shall be glad to hear from these persons and answer any questions they may have. Frank H. Smith

15. Dear Mr. Day: We were sorry to receive your letter of January 8 informing us that you plan to discontinue your insurance with us

when your present policy expires on

February 3. We assume that you are

planning to place your insurance with

some other company.

Before you do this, be sure to

investigate the dividends paid by

that company. Because of the

careful way in which we select the

persons whom we insure, we have been

able to pay a big dividend each year.

We hope that after you have

studied the whole matter of insurance,

you will reconsider your decision to

transfer your insurance elsewhere.

Yours very truly,

SECTION 3

19. Dear Mr. Gray: Because of the

increased business that we expect

during the summer months in our State

Street store, we shall need four

responsible boys to handle stock and

to work with customers. Two of the

boys would work from 9 to 1; the

other two, from 1 to 5. All four

would work a full eight hours every

Saturday, which is our biggest day.

I wonder whether you would be

good enough to announce these jobs

to your class of seniors and invite those who are interested to come in to see me at any time that is satisfactory for them.

By doing this, you will be helping some boys to earn a substantial sum during the summer and at the same time learn a great deal about the food business.

Cordially yours,

21. Mr. Harper: I have some news that I am sure will please you. It is definite that we shall open our new store on Tenth Street and Fifth Avenue on April 16 at nine o'clock.

I talked with the contractors yesterday, and they gave me positive assurance that everything will be ready on that date.

May I suggest, therefore, that you proceed with the announcement of this opening in the New York newspapers. In addition, I think you should send a special letter immediately to the people whose names appear on the lists we recently purchased.

I do hope that April 16 is a

nice day and that we shall have a

good turnout for the opening of our

new store. A. J. Lee

23. Dear Mr. Fay: I am extremely

pleased to announce that I have

recently purchased the Master 8

Agency on Constitution Avenue, in

Washington.

I extend to you a cordial

invitation to examine our spacious,

newly completed quarters. Visit

our modern service station, which

is equipped with the latest and

most efficient machinery. Meet the

men who take care of servicing the

cars.

While you are here, you will

want to take a look at the new

Master 8, which is a model of

efficiency. It is one of the

finest cars ever built, with every

possible comfort and convenience.

Why not come in soon.

Sincerely yours,

(END OF HOMEWORK SECTIONS 1-3)

SECTION 4

27. Mr. Harper: This is just a short report on my visit to Baltimore to speak to the convention of newspaper publishers.

The general meeting in the morning was well attended; there were more than 1,500 members present. As you suggested, I talked about our publications program for the coming year; and the talk was very well received.

After the talk, I had an opportunity to see several of the officers of the association; and all of them felt that our company's publications program, as I outlined it, was very much worthwhile.

I am submitting my expense report to the president. I am not, however, accepting the fee that he has offered me. Harry Smith

29. Dear Mr. Small: We have always tried to operate our business on the principle that every customer must be satisfied. Have we failed to satisfy you in some way?

Our records indicate that we have not received an order from you since May, 1965, and we are very much concerned. We are very eager to learn why you have discontined ordering from us. We sincerely hope that the absence of orders is due to reasons having no bearing on our prices or our merchandise.

Won't you please write us telling us why we have not been permitted to serve you recently? If we are at fault in any way, we will do everything in our power to satisfy you. May we hear from you soon? Yours very truly,

31. Dear Mr. Morris: I feel rather embarrassed in answering your letter of February 21 asking for information about the Monroe Manufacturing Company. Unfortunately, your letter was misplaced by one of our employees and has just come to light.

This company has an unblemished reputation in this country and in Canada. The organization does almost five million dollars' worth of business a year and is a first-class credit risk. We have done business with them in the past, and

they have regularly paid their bills promptly.

Although we have supplied them with certain medical, surgical, and chemical products used in their business, we have been unsuccessful in obtaining a major share of their business. I hope you will be more successful. Very truly yours,

SECTION 5

35. Dear Mrs. Day: We are sending you under another cover your premium book for your insurance policy.

Our records indicate that all your premiums have been paid through June 8, which completes your payments under this policy. As this book is valuable, we suggest that you file it immediately with your policy in a safe place.

We congratulate you, Mrs. Day, on completing your payments on your policy; and we urge you not to let anyone induce you to surrender this important contract for the purpose of replacing it with another policy.

Our experience with you has been very pleasant during the term of

your policy. If at any time you have a question regarding your policy, please use the enclosed envelope to write us. Very truly yours,

(Paragraph 37 has been omitted)

39. Dear Mr. Morris: Have you considered the possibility of using motion pictures as part of your future advertising program? If not, you are missing an opportunity to increase your sales.

For several years we have been producing motion pictures for advertisers, who have expressed their satisfaction with the return they have received from this type of advertising.

This is the way we operate:

1. You select those localities in which you have poor sales of your fu[illegible]ture.

2. You furnish us your sales points, and we handle the details of production on three or four films.

3. We show these films in those areas before more than a million people.

To increase your sales, why not

take advantage of our facilities.

Yours very truly,

SECTION 6

43. Gentlemen: As more and more families get television sets, advertisers begin to ask questions like these:

Should I go into television now?

How big an advertiser must I be to consider it?

How much shall I have to spend?

What advertising agency can do the best job for me?

Our organization has been active in television from its very beginning.

We recognize the problems that are involved.

If you have been thinking of using television to sell your manufactured goods, we should like to show you facts and figures on how well this medium works. All you have to do is request them. If you wish, we shall gladly send a representative to tell you about the services we offer to advertisers. Yours very truly,

45. Dear Mr. May: Have you reviewed your will lately? If you have not, we suggest that you spend a few minutes reviewing carefully the provisions that you have made in it. You will be spending your time for a good cause.

Your will is one of the most important documents you have ever signed. Plans in your will are the foundation for the future of your estate and protection for those whom you intend to support. Yet, values change and laws change.

Why don't you stop in at our trust department and let our trained officers help you review your will. You may wish to have your attorney take part in these deliberations.

You do not assume any obligation by looking into the services we can provide in helping you with your estate problems.

May I hope to see you soon?

Very truly yours,

47. To the Staff: No doubt many of you have been congratulating

yourselves because our sales have been steadily rising. Unfortunately, our cost of doing business has also been steadily rising. With prices of everything rising, it is becoming increasingly difficult to make definite rules and regulations covering expense accounts. We can, however, approach the problem by considering our territories as though they represented our own business. With this in mind, let us ask ourselves these questions:

1. When we plan our trips, do we try to cover the most territory with the minimum mileage and travel costs?

2. Are we arranging our hotel, meals, and other accommodations so that they are satisfactory but not excessive? James Gray

(END OF HOMEWORK SECTIONS 4-6)

SECTION 7

51. Dear Mr. Smith: It is a pleasure to be a character reference for Mr. James R. Green, my former assistant.

Mr. Green worked for several years for the National Railroad before he joined my staff. Later, he was appointed editor of World News, one of our periodicals. Unfortunately for us, he decided about two years ago to leave the business world and accept a position with the Government.

Mr. Green was a progressive and hard-working person throughout the years that he was with us. He never objected to taking on new and challenging assignments. Very truly yours,

53. Dear Mr. Gates: You will be interested to know that in a few days I shall leave Baker and Company in order to form an investment advisory company that will publish a magazine for professional investors. In addition, this new company will start an investment fund that will be offered to the public on a limited basis. Consequently, I shall no longer be in a position to handle

your investments.

I hope that you will continue to do business with Baker and Company in the future; it is a progressive firm.

It has been a pleasure to take care of your account in the past; and for the confidence you have shown in me, may I express my deep and sincere appreciation. Very truly yours,

55. Dear Mr. Billings: In a majority of the states and cities of the country, there are certain businesses in which the officers must be bonded for security purposes.

Although the premiums on these bonds are not large, there is quite a volume of business that should yield fine earnings.

To assist you in your efforts to develop this business, we are enclosing the following: a form letter, a portfolio of advertising pieces, and a short application form. This material can be used in your company's general mailings.

If you would like to have more information, let us know. Yours very truly,

If you would like to have more information, let us know. Yours very truly,

SECTION 8

59. Mr. Baker: Please pardon the delay in acknowledging your memorandum of April 7 in which you ask permission to order 50,000 circulars for use in your regular fall mailing. I have had some particularly difficult problems to contend with during the past month, and this is the first opportunity I have had to take care of my correspondence.

I think there would be some advantages.

to ordering a larger quantity--say, 150,000. In my opinion, we can always use the extra circulars; and the cost of printing an additional 100,000 copies would be small. What do you think of this idea? I will leave the final decision up to you. A. J. Bates

61. Dear Mr. Draper: An organization that has a new product to sell is usually forced to create a market for it. We do not find that to be true, however, with our new furnace. It actually seems to be selling without any special effort on our

part.

Thousands of these furnaces are in operation in homes throughout the country. The news of the performance of this furnace is rapidly spreading.

We think that you, too, will be sold on our furnace once you have had an opportunity to see it. The object of this letter, therefore, is to invite you to visit our showroom and examine it. Let us give you complete information about the cost of installation and maintenance of this furnace.

We hope to have the opportunity of seeing you soon. Yours very truly,

63. Dear Mr. Mack: We all like to dream of carefree days ahead. We like to think of the time when we can go on a permanent vacation and perhaps settle in a warm climate. Are you, however, taking the steps that are essential to make your dreams come true?

Are you putting some money aside every week, for example?

It is so easy to develop the

SECTION 9

the habit, once you open a special thrift account at our bank. Each dollar that you deposit earns still more money for you because it draws interest.

Start your savings account without delay. Build the financial security that will enable you to enjoy the time of your life sooner than you think.

We shall welcome your inquiries about any banking problems you may encounter. Very truly yours,

67. Mr. Davis: I have not yet had an opportunity to study the suggestions you made for revising our course in public relations. I shall go over them soon, however, and write you my opinion of them and give you some ideas that I have upon the subject.

As I am sure you realize, one of the major reasons why the course has never been a success is the fact that we have not had a person in charge who could both teach and inspire. If we could find such a person, I think

our worries would be over.

When you have a moment, please send me a copy of our latest catalog. I have not yet received a copy.

James A. Casey

69. Dear Mr. West: We are sorry that we shall not be able to fill your order for one gross of our Model 8 men's shirts that retail at $3.50. We have not been manufacturing this model for some time.

It has been our experience that men today are asking for a new type of shirt. They want a shirt that they will be able to wear for a long time and that will look better than a shirt that can be made to sell for $3.50.

In order to take care of this demand, we have designed the Model 10 shirt, which is made to sell for $6.

The enclosed card lists the wholesale prices for the Model 10. If you will fill it out and return it to me, I will send you a supply of this new Model 10 immediately.

Yours very truly,

71. Dear Mr. Samuels: The officers of the Mutual Savings Bank were delighted when you opened a savings account, and we looked forward to the pleasure of serving you. We thought that you were planning to set aside a part of each month's salary for the things you have always wanted, such as a new car or a vacation trip--the rewards of regular deposits.

Actually, however, you have not made any deposits for six months.

If it is not convenient for you to come in person, why not use our banking-by-mail service. Simply enclose your deposit, together with your bank-book, in the attached postage-paid envelope and send it to us. We will do the rest.

Your neighborhood bank looks forward to many opportunities of serving you in the future. Very truly yours,

SECTION 10

75. Mr. Underwood: The account of Smith and Company amounting to $3,000 is now more than 90 days overdue. I am, naturally, quite concerned

about the situation. I have a feeling that something is wrong, as this company ordinarily pays its bills promptly.

Because of the importance of this this account, I suggest that you make a special visit to Smith and Company and speak to Mr. Green, the president, to see what you can learn.

I need not remind you, I am sure, to be extremely tactful in handling this situation. The Smith account is very important, and we must not lose it.

J. J. Shaw

77. Dear Miss Bates: If you want to have fun taking pictures, you should get a Star camera. There is no waiting with a Star camera. All you have to do is snap the picture, and a few moments later you have a finished print. There is no waiting period while the film is developed and printed.

Furthermore, if anything goes wrong, you know it immediately so that you can retake the picture.

The Star camera was offered to the public less than two years ago, but in that short time thousands of

camera fans have discovered its advantages. Come in and let us show it to you. We shall, of course, be glad to take your old camera in trade.

Very truly yours,

79. Dear Sir: We recently sent the usual expiration notice to a subscriber of Electrical News. When he returned his renewal, he took a moment to write us the following interesting comment: "Here's my check. Hereafter, do not bother to send me a card--just send me the bill. If anyone in the electrical appliance business cannot get his money's worth from Electrical News, he is either unable to recognize helpful information or he is in the wrong business."

To avoid any interruption in the mailing of your copies, you must take action promptly. To keep Electrical News coming for another year, simply drop the enclosed card in the mailbox. Do it now! Very truly yours,

(END OF HOMEWORK SECTIONS 7-10)

83. Dear Mr. Judge: It is my genuine pleasure to notify you that at a recent meeting of the board of directors I was given the pleasant duty to invite you to continue as a season member of the Union City Country Club during the coming year. As you know, the dues are $200 a year.

Please indicate your intentions on the enclosed card, and return the card on or before March 5 so that we shall know how many vacancies there will be for new members. If we do not hear from you by that date, we shall assume that you do not wish to continue your membership.

It is my personal hope that you will be with us again. Very truly yours,

85. Dear Mr. Bear: As you know, summer is only three or four weeks away. Many men and women are already beginning to make vacation plans. We hope that once again our hotel is first in your thoughts when it comes to making your own vacation plans. I am glad to say that many of the people who took care of your needs

last summer will again be on hand to serve you this year.

Indications are that this will be one of the biggest and one of the most exciting years our hotel has ever had. Consequently, we cannot urge you too strongly to make your reservations in the next day or two.

I hope you will take a few moments soon to write us when we may expect you and how long you will remain with us. Very truly yours,

87. Dear Mr. Day: I am sorry that you have had so much difficulty receiving the cloth that we made according to your specifications. You certainly have justification for being annoyed.

The supervisor of our shipping room sent me a notification yesterday to the effect that the cloth left our building on July 18. The shipment was transferred to the Superior Trucking Company, and we have a receipt for it. I think, therefore, that the cloth has been held up in transit at some freight

yard in Chicago.

Under the circumstances, we are transmitting your telegram to an attorney in our legal department with the request that he start a tracer immediately. Yours very truly,

SECTION 12

91. Dear Mr. Gray: I want to thank you for the article that you prepared for us on the desirable attributes, attitudes, and personality traits for office workers; it meets our requirements exactly.

You have frequently contributed helpful material for our journal in the past, but your latest contribution is easily your best work.

Unfortunately, we do not have space for the article in our May issue; consequently, we shall publish it in a subsequent issue--probably July.

Once again, may I express our gratitude for your contribution to our journal. Sincerely yours,

93. Dear Mr. Lloyd; License plate time is just around the corner, and

it is our privilege once again to extend to you an invitation to let us take care of getting your new plates for you.

Every year some members are inconvenienced because they omit necessary information from the printed form. Before you return the form to us, please turn to the enclosed convenient check list and read it carefully.

This year we are celebrating the twentieth anniversary of the foundation of the Auto Club. In honor of the Auto Club's significant contribution to the reduction of accidents, the Commissioner of Motor Vehicles has given us permission to use a special series of plates. Your license plates will, of course, be issued from this special series.

Yours very truly,

95. Dear Mr. James: We appreciate very much your letter of June 18. It is one of the nicest letters we have ever received. Ever since our organization was founded many years

ago, it has been our policy to provide the best service and the finest stationery products.

We want you to know that it has been a pleasure for us to do business with you. Your orders have been large and frequent. Furthermore, you are one of those thoughtful people who always pay their bills on time.

We hope that our relationship in the years ahead will be as satisfactory and profitable for both of us as they have been since the day we filled your first order for our merchandise three years ago.

Yours very truly,

97. Dear Henry: I have had a report this morning from the foreman of the shipping room that the 5,000 folders we ordered have arrived and are now ready to mail to the membership of the National Athletic Association. They are good-looking folders; and if I am not mistaken, they will help us sell lots of our imported sporting goods.

Mr. Banks did the art work

himself as a gesture of friendship.

To be sure that the folders are mailed without delay, I shall take care of the matter myself. It will be no hardship.

I am enclosing a copy of the folder for your files. Fred

SECTION 13

101. Dear Mr. East: We have been informed by the Mutual Insurance Company that you have applied for permission to take the free physical examination that it offers to certain types of clients.

It is always helpful to the physician if he has a complete personal history of the patient before his consultation. Won't you please, therefore, fill in the information called for on the attached form. Also be sure to give any additional information that you think might be important.

When we receive this information, we will arrange an appointment for an examination at a time that will be convenient for you. Very truly yours,

103. Dear Mr. Baker: When today's businessmen are looking for a man to fill an important job, they want a well-informed person and a man with technical skills. But that is not all they want. They want a man who also has special personal traits. They want a man who can take charge of people, who can make a convincing oral report, and who can run a meeting successfully.

In short, they want a man who understands human relations.

Human relations is a skill that must be developed. For those who want and need this training, the Eastern Business School has organized a course in human relations.

If you want to get ahead, enroll in this course. You will be making no mistake.

Our new term begins on Friday, September 15. Yours very truly,

105. Dear Mr. Turner: I wish to take this opportunity to report to you on the impressive results I obtained this spring with the weed-killing

chemicals that I purchased from you.

Although I applied these chemicals to the lawn only once, the result was the ultimate elimination of every weed in the lawn.

If you could see my improved lawn, you would agree that I have certainly been well rewarded for consulting you and submitting my problem to you. Today my lawn is the envy of all my neighbors.

If you wish a testimonial for your chemicals, you may quote from my letter. Yours very truly,

109. Dear Mr. Smith: The plans for our annual convention are now complete. We will meet at the Hotel Davis in Chicago. The convention will start Monday, November 30, at nine o'clock, and conclude with a luncheon on Wednesday, December 2. The newly elected officers and directors will meet on Thursday and Friday, December 3 and 4.

To assure maximum attendance at this convention, we should send out the first notice early in August, with a follow-up letter in September.

I am counting on you to prepare the necessary promotional material for this convention and to see that it is mailed out on time.

I am confident we will have a very successful convention. Very truly yours,

111. Dear Mr. Davis: Most people are quick to make a complaint when they receive service that is not to their liking and that they consider below standard. These same people, however, almost never pay a compliment when they receive service that is special.

That is why it gives me a great deal of pleasure to tell you how pleased I was with the service your staff rendered to me on my car on Monday, June 8. My damaged bumper was quickly repaired by your men. The charge for their work was so small that I was sure they had made an error.

You will be glad to know that this experience has won me as a steady customer of your service station. I shall recommend it to

my friends. Sincerely yours,

113. Dear Mr. Turner: I still remember with pleasure the entertaining talk you gave before our faculty last term. It would have been a source of self-satisfaction to you had you heard the comments of the members of the faculty the next day.

As we enter upon a new term, I must determine what speakers to invite for our regular student assemblies. I wonder whether I could persuade you to return to our school to talk to our students on any Wednesday on any topic of your choice. I know the students would be both enlightened and entertained by your talk.

Please use the enclosed self-addressed envelope in letting me know whether you can arrange to be with us next term. Very truly yours,

(END OF HOMEWORK SECTIONS 11-14)

SECTION 15

117. Dear Mr. West: I am in a very difficult position. I must tell you that unless I receive your check for $500 by June 6, I shall have to turn your account over to our attorneys. I know you don't want this to happen.

As you know, this $500 covers your purchases of 300 pounds of grass seed, 800 feet of lumber, and 500 feet of wire.

Won't you please help me out of this difficult situation by sending me your check for $500. By doing this, you will be protecting your credit standing. Yours very truly,

119. Gentlemen: Early in December I purchased a jacket for my husband in your store on Broadway, which is the nearest branch to my place of business.

At Christmas we discovered that the jacket didn't fit him, and we decided to go to your branch that is nearest our home in Long Island to see whether we might obtain his correct size.

When we explained our problem to the salesman in your Long Island store, he simply said, "Don't worry; I will take care of everything." Another jacket was ordered. He took

care of the matter for us, knowing full well that he wouldn't benefit in a financial way from his dealings with us. He couldn't have been nicer, and we want to express our appreciation for his courteous treatment of us. Yours very truly,

121. Dear Mr. Ray: Do you realize that your most useful asset is being destroyed? This is a terrifying thought, isn't it?

As you know, we filled your order for five electric razors several months ago. We have since sent you four letters and two telegrams asking for payment of these electric razors.

I am bringing this matter to your personal attention because of the possibility that these letters and telegrams may not have been coming to your desk. The delay in payment of your account is casting a shadow on your integrity and reliability. This shadow can easily be removed by sending us your remittance for $120 at once.

I hope that we may be able to

mark your account paid soon. Very truly yours,

SECTION 16

124. Dear Mr. Sharp: Our advertising agency does more than write copy to sell your goods. It gives you the benefit of the experience of its large staff.

For example, a businessman came to us with a new product that he planned to put on the market. He wanted us to furnish him with a special national advertising plan. Our research department showed him that his product was poorly designed, and we pointed out ways in which it could be substantially improved. We also suggested overhauling the product. Our client accepted the plan we furnished him and saved himself a good deal of hardship and money.

This is just one illustration of the type of service you will receive when you entrust our organization with the advertising of your products.

Very truly yours,

126. Dear Sir: As you know, you telephoned yesterday to say that you had not received credit for the payment of $20 that you sent us on June 16. We were delayed in crediting your account with the amount of this payment because you did not give your membership number. By this time, however, your account has been credited.

Whenever we do not have a customer's membership number with a payment, it takes us a few days to locate the account. May we suggest, therefore, that you indicate your membership number each time you send us a check or communicate with us for any purpose.

If you will do this, we can immediately credit your payments, ship your orders, and answer your letters.

You can count on us to do everything we can to serve you promptly and efficiently at all times.

Yours very truly,

128. Mr. Smith: I have just returned

from a trip that included Boston, New York, Chicago, and Los Angeles. It was an exhausting trip, and I am happy to be back at my desk in Baltimore.

The trip was a very successful one, for I found two promising young men for our sales staff. Both men are college graduates and have had some experience selling during the past three years. One of them will cover California and Oregon; the other, Massachusetts and Vermont.

As you know, we still have three vacancies on our sales staff. If we do not fill these vacancies soon, our sales in some of our territories will suffer.

Should you run across any young men who would like to join our staff, please let me know. C. C. Shaw

131. Dear Mrs. Murphy: You will be glad to know that we have been able to complete an arrangement with the National Insurance Company whereby we can continue the basic insurance plan that we put in the William

Collins School last year.

This plan provides for the payment of medical and surgical expenses that may arise from any accident in which your child is injured.

The policy is in effect every day of the year. The insurance company will pay up to $500 for each accident your child may have. The insurance costs only $9.50 for each girl student and $11.50 for each boy student.

If you desire to avail yourself of this protection, fill in and return the enclosed form. Very truly yours,

133. Dear Miss Day: This month's issue of the Student's Magazine will be the last you will receive unless you send in your renewal immediately. As you know, your subscription expired with the November issue; but evidently you were busy and did not have an opportunity to renew. Nevertheless, we sent you the December and January issues. If your renewal does not arrive soon, we

shall have to cancel your subscription.

Don't deprive yourself of the countless hours of pleasure you will derive from each issue of the Student's Magazine. It is a simple matter to renew. All you have to do is return the enclosed card with your check for $10 attached, and your copies will keep coming without interruption.

Why not take care of the matter now, while it is fresh in your mind.

Yours very truly,

135. Mr. Daly: Please place the following names on our list of those who receive our regular sales bulletins: Arthur Cooper, Adam J. Collins, and Andrew Hopkins. These three people have recently been hired as sales correspondents in our Chicago office.

The names of the following people should be removed from the list, as they are no longer with us: Agnes A. Burke and Barbara Hopkins.

I hope that other departments are sending you names to add or remove

from the list. As I am sure you realize, this list should at all times be kept up to date.

James Bennett

SECTION 18

138. Dear Mr. Allen: Do you know how much it costs to write a check? It may surprise you to learn that the average cost is about 75 cents.

The cost of the check itself is a small item. A much larger cost factor is the time consumed in checking invoices, preparing and signing checks, and similar activities.

The Smith Company found that when they bought a Superior check signer they made substantial savings in the cost of signing checks--almost 50 percent.

A Superior check signer speeds up the issuance of a check, and it also gives the greatest possible safety.

Under the circumstances, isn't it to your interest to get the facts about a Superior check signer? These facts are yours if you will fill out,

sign, and return the enclosed stamped and self-addressed card.

Very truly yours,

140. Dear Mr. Long: About three weeks ago we mailed out more than 50,000 Christmas catalogs to our customers. Since then, we have received several hundred requests from people whose names are not on our catalog list.

If you have not received a copy and would like to have one, simply return the enclosed reply card and we will send you one from the supply that we have remaining.

If you belong to that group of men who do not enjoy shopping, this catalog is made just for you. It will help you solve your Christmas shopping problems without leaving your comfortable chair at home.

Yours very truly,

142. To all Branch Managers: You will be interested to know that we have just completed negotiations for the purchase of the Wilson chain of supermarkets. This chain will be

merged with our operations on July 15.

The stores that we will take over are located in Harrisburg and Pittsburgh, in Pennsylvania, and in Wheeling and Charleston, in West Virginia.

These stores will provide us with outlets for our products in areas that we were not able to reach before.

It is our plan to retain the present employees of those stores. The only difference will be that the branch managers will report to me at the home office in Cleveland, Ohio.

Announcement of our purchase will appear in the newspapers of Harrisburg, Pittsburgh, Wheeling, and Charleston on Monday. J. J. Barnes

(END OF HOMEWORK SECTIONS 15-18)

SECTION 19

145. Dear Mr. Frederick: I am sorry to have to announce that we are canceling Latin 144 for the spring semester. When we offered this course, we hopefully thought that it would be taught by Doctor Frank. Unfortunately for us, he has been transferred to another assignment and cannot teach the course. Furthermore, there is no one free on the staff who has the qualifications to take over.

I know that this will inconvenience those students who have already enrolled for the course, but I see no alternative. Please see that notification of this cancellation is sent promptly to all students who are concerned.

Perhaps we can find someone to teach this course next semester.

J. C. James

147. Dear Dave: I saw your father yesterday for a few minutes, and he told me the wonderful news that you and Mary have become engaged and intend to be married on June 15. I certainly cannot say that this is a surprise!

As you know, I have known Mary for a number of years; and I can say

that you are a lucky fellow to have won her.

I know, too, from our many years as business associates that Mary hasn't done so badly herself! I am sure she appreciates your many fine qualities.

Seriously, Dave, I extend to you both my sincerest best wishes.

Sincerely yours,

P.S. You realize, of course, that I intend to come to your wedding-- whether I am invited or not.

149. Dear Miss Duffy: As you may know, at the last annual meeting of the National Business Teachers Convention I was appointed program chairman. I have most of the speakers lined up for the various meetings, but I have had no luck thus far getting someone for the business law section.

I wrote to Miss Jean Edwards and to Mrs. Edna Fisher, two people who were suggested to me by last year's chairman. Both of these women, however, will not be able to attend the convention next December because of previous commitments.

I am writing you with the hope that you will have some person with

national stature to suggest as a speaker for the business law section. If you can think of someone, please let me know. An envelope is enclosed for your convenience. Very truly yours.

SECTION 20

152. Dear Mr. Mills: As we all know, increases in profits result from business efficiency. Unless a business is run efficiently, it seldom makes a profit.

For more than a hundred years our organization has been helping businessmen run their enterprises more efficiently. It has done thi through its complete line of business machines.

We are sure that you are interested in seeing the latest models of our machines and in learning how they will fit into your office procedure. Consequently, we are inviting you to attend our private business-machine showing during the week of October 27. I am enclosing four complimentary tickets. If you would like to have more tickets, let

us know. We are sure you will enjoy the show. Very truly yours,

154. Dear Mr. Locke: We have just learned from a well-informed source that your airline may be denied permission to use the facilities of the Westport airport. I assure you that this is a very disturbing development to all the people of Westport.

We are sure that the services your airline can render to Westport would contribute immeasurably to the growth and development of Westport. Consequently, we will do everything we can to make our views known to the proper authorities.

According to a report in this morning's paper, formal hearings are scheduled for December 12. If it is possible, we should like to present our side of the question in these important hearings.

Won't you please let us know how we can best support your position.

Very truly yours,

156. Dear Mr. Green: After more than a week of traveling, Henry and I arrived home on June 10. We were very tired but quite happy. Our trip to the East Coast was a delightful experience that I do not think we will ever forget.

Coming home we took the southern route through Louisiana, Texas, New Mexico, and Arizona. We stopped for a little sightseeing in Phoenix, Fort Worth, and New Orleans.

We still talk about the pleasant evening we spent at your home in New York. The dinner was perfect, the show was entertaining, and our hosts were charming. What more could a person ask?

The next time you and Mrs. Green come to California, we shall be extremely hurt if you do not give us an opportunity to show you some of our West Coast hospitality.

Sincerely yours,

SECTION 21

159. Gentlemen: You will be interested to know that I took your correspondence course in engineering

and found it very helpful.

By studying a few hours each week, I gained many advantages. I found I could apply much of what I was learning from your lessons to my work.

The student who understands what he wants and is willing to devote the necessary time to study can get results rapidly. Your lessons are designed to give the student the most out of each lesson in the least possible time.

I found that there is always a demand for alert young men in engineering.

If you feel that publication of this letter will encourage or stimulate young men to study in their spare time, I shall be glad to have you use it in any way that you think best. Cordially yours,'

161. Dear Mr. Bates: When the early models of duplicating machines were placed on the market, they were used mostly for simple jobs; for example, reproducing bulletins, form letters, and office memoranda. People were

averse to using them for important jobs because of their reproducing quality. As a result of technical improvements in the field of duplicating, however, businessmen have discovered new uses for duplicating machines. This machine is now an indispensable item of office equipment.

The Smith duplicator, the most modern unit on the market today, can be used for reproducing dozens of items. Contract forms, letters, and programs are just a few things that can be attractively reproduced at low cost.

Stop in soon and look over our line of Smith duplicating machines.

Sincerely yours,

163. To the Staff: It is my pleasure to announce two promotions in the advertising department. These promotions are being made on the recommendation of George Watson, general sales manager.

Robert A. Moore, who has been representing us on the East Coast,

has been appointed art director.

He is well qualified for this

position, having graduated from the

Dodge School of Art three years ago.

Charles G. Finch has been

appointed director of research.

Charles has been with our organization

for fifteen years and has had both

sales and editorial experience.

These promotions will take effect

as soon as we have found replacements

for Robert and Charles.

I am sure that all of you join

me in wishing these men well in their

new positions. Jeffrey Moran

SECTION 22

166. Dear Mr. Roy: Do you wake up in

the morning feeling almost as tired

as you were when you went to bed?

Do you feel run down, annoyed, and

only half alive? It may simply mean

that you have not been able to get

total relaxation during your sleeping

hours.

Why? The mattress on which you

sleep was not built for complete rest.

What is the sort of mattress that

will enable you to obtain complete,

uninterrupted comfort? Research reports have stated over and over again that for complete rest mattresses should be neither too hard nor too soft.

Once a person understands this fact, his problem is easy. All he has to do is to buy an Albany mattress. The purchase of one of our mattresses, Mr. Roy, will represent one of the best investments you can make to insure sleeping comfort.

The prices of our mattresses range from $39 to $59. Sincerely yours,

168. Mr. Beck: As you know, since 1954 we have been obtaining the paper for our books from the American Paper Company, one of the oldest and finest paper manufacturers in the country.

I have just had a letter from the President in which he tells me that they are going to undertake some national advertising in which they will stress the fact that their paper is used in our professional textbooks

and handbooks. For this advertising they will need a brief description of the books that I am listing on the attached form. Would you be good enough to prepare these descriptions; and when you have completed them, please let me see them.

We have been offered as many reprints of this advertising material as we can use profitably. I am asking for 20,000 reprints. If we need more, we can ask for additional copies later. J. C. Palmer

170. Dear Mr. Nelson: The National Science Teachers Association will hold its annual meeting at the Hotel Jackson in Nashville, Tennessee, on December 27 and 28. This convention is attended by teachers from Tennessee, Kentucky, Alabama, and Missouri. There should be more than five hundred teachers present.

Our organization will hold an informal reception in the Lexington Room of the Jackson Hotel on December 27 at 10 a.m.

Naturally, our authors are warmly invited. As a matter of fact, we like to think of them as assistant hosts at affairs of this type. The teachers who use your books enjoy the opportunity to meet the author on an informal basis, and we like to have our authors meet our customers.

If you plan to be in Nashville for the meeting, please be sure to include our reception in your schedule. Yours very truly,

SECTION 23

173. Dear Mr. Young: We appreciate your interest in our show "Youth Wants to Know" and your suggestion that we make it available over the station that serves Memphis.

Unfortunately, it is not within our province to decide where a given show will be telecast. When an advertiser buys time on a network program, he designates the particular areas where he wishes his message heard and is charged accordingly.

Up to the present time, the sponsor of "Youth Wants to Know" has not included Memphis in the areas in

which he is interested.

This program is becoming increasingly popular, and the number of areas to which it is being telecast is expanding. Perhaps in the future the Memphis area will also be included. At any rate, let us hope so. Very truly yours,

175. Dear Mr. Best: Good booklets and pamphlets given to prospects by your salesmen can impress your sales points on the minds of buyers. In many places booklets or pamphlets can continue to sell while your representative is telling his story to the next buyer on his list--and additional sales may result.

Suggestions on how to use booklets in your selling are presented in two leaflets offered to you at no cost by the American Paper Company.

Send for these leaflets today.

After you have read the leaflets, explain your needs to a good printer and gain the benefit of his experience. Consult him before you start planning rather than after.

Among other things, your printer may suggest that you use our paper on your advertising pieces.

Send for your copies of our leaflets today; there is no charge for this service. Cordially yours,

177. Dear Mr. Walsh: I was very much distressed to learn that you cannot offer Mr. and Mrs. Preston J. Wilson a stateroom on the "Andrew Jackson," which is leaving on August 11 for England. They will not accept this kindly, particularly in view of the fact that I had assured them that space would be available. I simply cannot tell them the news, as I have had to disappoint them on a number of previous occasions.

Would it be possible to obtain a cabin for them on the "President Taft," which leaves on August 18? I believe that Mr. and Mrs. Wilson would be able to change their plans if they had a definite understanding that they could sail on that date.

May I hear from you soon. Very truly yours,

(END OF HOMEWORK SECTIONS 19-23)

SECTION 24

180. Dear Mrs. Lynch: Your request to the police department that it install a light at the entrance to the Jones School has been transmitted to me as director of safety.

We have made a careful investigation and have given full consideration to all the facts. As a result of this investigation, we have decided that conditions at the entrance to the school do not warrant the installation of a light at the cost of more than $2,000.

Studies were made in the school neighborhood during the morning afternoon periods of the following days: January 10, January 26, and February 2. We found that none of the children experienced difficulty in crossing the road. The cars that passed did not constitute a hazard of any kind.

If conditions in the future should change, you may look forward to hearing from us again, Mrs. Lynch.

Yours very truly,

182. Dear Mr. Tracy: On April 16 of

this year, Mr. C. C. Ellis was appointed correspondence supervisor. In a relatively short time, he has done an unusually effective job. He has totally revised our filing system; and as a result of the improvements he has made, it is now possible to find almost immediately any letter or memorandum. He has devised a number of forms that have proved to be real time-savers.

When Mr. Ellis was hired, he came for $500 a month. In view of the worthwhile contribution he has made to the smooth running of our department, I recommend that we raise his salary to $600 a month. If you approve, I suggest that this raise become effective immediately.

A. A. Jones

184. Dear Mr. Sidney: Because of the expansion of our business, we are looking for an experienced salesman to represent us in the states of Iowa, Wisconsin, Illinois, and Indiana. This man would operate either out of our Des Moines office or our

Milwaukee branch.

The man we should like to have should possess the following qualities:

1. He should be able to get along with executives of leading organizations.

2. He should know how to sell services as well as merchandise.

3. He should possess managerial potential.

If you know of any young man who you think meets our rigid requirements, won't you please have him get in touch with me as soon as possible.

You have been kind enough to help us obtain sales personnel in the past, and we hope that you will help us again. Very truly yours,

SECTION 25

187. Dear Mr. Nottingham: I am embarrassed to have to inform you that the final statement we recently sent you on your account for telephone service is not accurate. Through an error, the charges for toll calls were omitted when this bill was prepared. A corrected bill including

these charges is enclosed.

We regret that we did not include these items on your original bill and hope that this omission has not caused you any inconvenience. We shall take steps to see that this omission does not occur again.

In case there is any thing about the enclosed bill that is not altogether clear, we shall be glad to discuss the matter with you.

We are also enclosing a booklet that describes the new dialing system we will soon install in more than a million homes in Wisconsin. We think you will find the booklet interesting and informative. Yours very truly,

189. Gentlemen: I am very much annoyed; in fact, I am furious.

Yesterday I received the enclosed letter notifying me in the most tactless language that my mortgage payment was in arrears. Such a letter might be justified for someone who is a serious delinquent, but obviously it is not a letter that should have been sent to me.

If you will check your records, you will find that my payment is not in arrears. On Friday, September 2, I paid two installments--one for September and one for October. If you will check your records further, you will find that during the entire ten years that I have dealt with you, I have made every payment promptly.

In view of these facts, I think I am entitled to an explanation.

I hope to hear from you soon.

Very truly yours,

191. Dear Mr. Sullivan: It is a genuine pleasure to be able to recommend to you Miss Susan Ward, who has applied for a position as secretary in your office.

Miss Ward worked for me for three years as a special assistant. She also worked for a short time for Miss Sylvia Schneider, assistant secretary of the company, and for Mr. Thomas Shea, assistant vice president.

Miss Ward writes shorthand rapidly

and seldom makes an error transcribing.

When her mother was taken seriously ill, she left us to take care of her. I was extremely sorry to lose her.

I am confident, Mr. Sullivan, that she will be able to fill satisfactorily any position that you may entrust to her.

If there is any other information you would like, don't hesitate to write me. Yours very truly,

SECTION 26

194. Dear Sir: We have just received our complete line of fall and winter cloth. After examing the cloth closely, we can state with utmost sincerity that it meets our highest standards. The patterns are attractive and the materials strong.

In order that you may receive the greatest satisfaction and value from the money you spend, the tailoring of your suits should be the finest obtainable.

That is the type of tailoring we offer you in our store. Each suit receives the personal attention of

one of our highly skilled tailors, many of whom have been with us for over twenty years.

Thank you for the business you have given us in the past.

We hope that we may continue to serve you in the future. Sincerely yours,

196. Dear Mr. Day: I sincerely appreciate the time you gave me yesterday. I enjoy helping people solve their financial problems.

If you have had a moment to read the booklet I left with you, then you can see the reason why our investment program is so popular with the busy executive. People who work hard are often involved in too many activities to be able to spend very much time studying the market. That is the reason why more than a million businessmen let us take care of their investments.

Why not let us design a personal plan for you. Just jot down at the bottom of this letter the time and place where we can meet and return

the letter to me in the enclosed envelope. I should be glad to see you in your office, in my office, or in your apartment. Cordially yours,

198. Dear Mr. Drake: I am delighted that you will be able to be with us for our conference in Greenfield, North Carolina, on July 16. I know that you will enjoy your visit with us and that we shall profit by your contribution to the conference.

I am sorry to say that Greenfield is not easily accessible. I suggest that you fly to Raleigh, where I shall be glad to meet you. I will then drive you to Greenfield. I understand that there are several flights from Miami, Florida, to Raleigh. If you prefer to come by train, you can take a sleeper to Raleigh.

We are reserving for you the guest room in our faculty apartment building, where I am sure you will be comfortable during your stay.

I shall look forward to hearing from you. Cordially yours,

(END OF HOMEWORK SECTIONS 24-26.)

SECTION 27

201. Dear Parents: Near the end of each year, we make our annual appeal for gifts to the Davis School Fund. This year I have been appointed chairman of the fund-raising committee.

Our steady progress each year in making Davis a better and happier school for your sons has been the result of the loyalty and support of the parents. Last year the pension plan for the faculty became a reality as a result of your contributions.

Many problems still remain. As you know, we try to meet the cost of capital improvements through annual gifts. In the past, parents have contributed generously according to their ability. Gifts have ranged from a few dollars to several thousand dollars. Gifts of any amount will be gratefully welcomed. Yours truly,

203. Dear Mr. Ray: Because my husband was insurance-minded and insisted on buying many different forms of insurance, I sometimes thought that he was overdoing it. The premiums we paid took a

substantial part of our income. I recently realized, however, the wisdom of his insurance plan for my future security.

When we bought our home last summer, he took out a special policy to cover the mortgage. Although he had seldom been sick, he died after a short illness six months later. When all my world seemed to crumble about me, it was extremely comforting to know that my home was free from debt.

I am indeed grateful to you for your thoughtfulness in assisting me to obtain a prompt settlement.

Yours very truly,

205. Dear Mr. Howard: Your letter to Mr. Jacob Mitchell informing him of the nonreceipt of the Martin calculator that you ordered from us on April 17 has been referred to me.

I personally looked into the matter and found that the calculator was shipped via the Hughes and King Trucking Company on April 29 and was delivered by them on April 30. We

have a receipt signed by a Miss Edith Kerr.

I wonder whether this calculator might not simply have been placed in your storeroom without your having been notified of its delivery. This has happened to a number of our other customers in the past, and perhaps this has happened in your case.

At any rate, we hope the missing machine will soon be located. Yours very truly,

SECTION 28

208. Dear Mrs. Abington: How does a person measure a bargain? We think that one must measure a bargain by two standards--how useful it is and how low is its cost.

Apply these two standards to your telephone, and you will find that it certainly measures up as a big bargain.

Just think of all the advantages it offers you. It connects you immediately with such people as your cleaner or your physician or your dentist. It is constantly available and ready to help you in case of an accident or sudden danger.

But think how low the cost is. While the price of everything you wear or use has doubled in the last several years, the cost of telephone service has risen less than 18 percent.

We maintain that no matter what measure you apply, your telephone is the biggest bargain you obtain for your money. Yours very truly,

210. Dear Mr. Andrews: As you requested, we are sending you a bulletin describing the courses offered in our School of Commerce. You will notice that we have comprehensive programs in the fields of management, commercial art, finance, and many others.

The School of Commerce was organized in 1916; and during our many years of operation, we have established a fine reputation as an outstanding business school. We can cite many examples of alumni who have become prominent businessmen.

Within a few days, a member of our recruiting committee, Mr. John Smith, will call at your school to talk to

any interested students.

If you have any further questions concerning our intensive or regular courses, please feel free to write to us; we welcome your inquiry.

Very truly yours,

212. Dear Mr. Billings: The Chamber of Commerce invites you and your friends to join us in a special trip to Mexico from October 3 to October 31. This is a resumption of a practice that we started some years ago but discontinued in 1963. We already have reservations from people from the following cities: Indianapolis, Atlanta, Tacoma, and Seattle.

This is an inexpensive tour that affords the traveler an opportunity of going to Mexico under the guidance of a staff that is well trained. The party will travel in special coaches that are air-conditioned.

If possible, we should like to know by June 15 whether you or any of your friends are interested in taking this delightful trip. Very truly yours.

SECTION 29

215. Dear Mr. Cooper: You are going to be very busy just before you leave on your well-earned vacation, and you could easily overlook to arrange to have the Times mailed to you while you are away. You wouldn't want to spend your vacation weeks without it, would you? To avoid finding yourself without your favorite newspaper, make immediate use of the form that is enclosed.

So much is happening in the world today that an important event may take place while you are on your vacation. With the Times reaching you regularly, you will have all pertinent facts impartially presented to you at all times.

It isn't difficult to arrange to have the Times sent to you during your vacation. Simply fill in the enclosed form and mail it in the envelope that is also enclosed.

Very truly yours,

217. Dear Mr. Deems: I am enclosing

a copy of the fall schedule for our football team. In addition to the varsity games, of course, there will be many games played by the second and third teams. We hope, Mr. Deems, that you will be able to attend some of these games.

You will understand, of course, that these football games represent only a small part of our entire program to keep our boys physically fit. In our school we wish every boy to take part in some sport if he is physically and medically able to do so. If it is not physically possible, we arrange a special activity program that is geared to his capacity.

Registration for the spring semester started last week. If you would like to have your son enrolled for that semester, why not stop in to see us soon. Very truly yours,

219. To the Staff: I am pleased to announce the appointment of Roger Russell as a staff assistant in the Sales Department of our organization.

He will take over the duties and responsibilities in my office that had been carried by Philip Scott, who has been promoted to the position of vice-president.

Roger Russell has been a highly successful salesman for the past four years in New England and central New York State.

In order to become familiar with the people and the work that they do, Roger is starting a round of calls on all members of the management staff. I shall appreciate your giving him all possible help and information as well as answering any questions he may have about your work.

Frederick C. Chester

SECTION 30

222. Dear Miss Collins: I was delighted to learn that you recently opened a checking account with us.

The Pittsburgh National Bank has assets of almost half a billion dollars, and it has been serving the people of Pittsburgh for more than fifty years.

I wonder, Miss Collins, whether

we might not also have the privilege of serving you in our Savings Department. By opening a savings account, you will be taking a big step in the direction of becoming financially independent.

Once you are inside the bank, it will take only a few minutes to walk over to the Savings Department and make your deposits. These deposits need not be large; but if they are made regularly, they will soon amount to a sizable sum. You will enjoy watching your account grow.

I can assure you that we shall do everything we can to make saving at our bank a real pleasure. Yours very truly,

224. Mr. Lee: Our plans for moving to our new building at 6 West First Street are now complete. Your department will be located on the third floor. You will have a private office in the southeast corner of the floor.

I do not know the exact date on which you will move. However, it

will be sometime during the week of July 12. In the meantime, please make whatever preparations you feel necessary so that the moving will disturb the operation of your department as little as possible.

James Davis

226. Dear Mr. Phillips: We think the tour in which you will be interested is the one that leaves New York on June 15 and returns on August 10. The tour includes Norway, Sweden, Denmark, and Belgium. Transportation between New York and London is by International Airlines. European travel will be mostly by bus.

Hotel reservations are completely arranged for each night of the tour. All hotels selected for our tour are the finest available.

The enclosed folder will give you the detailed itinerary for this trip as well as the types accommodations available and their cost.

Please feel free to get in touch

with us for the answers to any

_____

questions you may have about this

_____

tour. Yours very truly,

_____

Pages 1 through 75
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DIAMOND JUBILEE BRIEF FORMS

KEY TO DIAMOND JUBILEE BRIEF FORMS

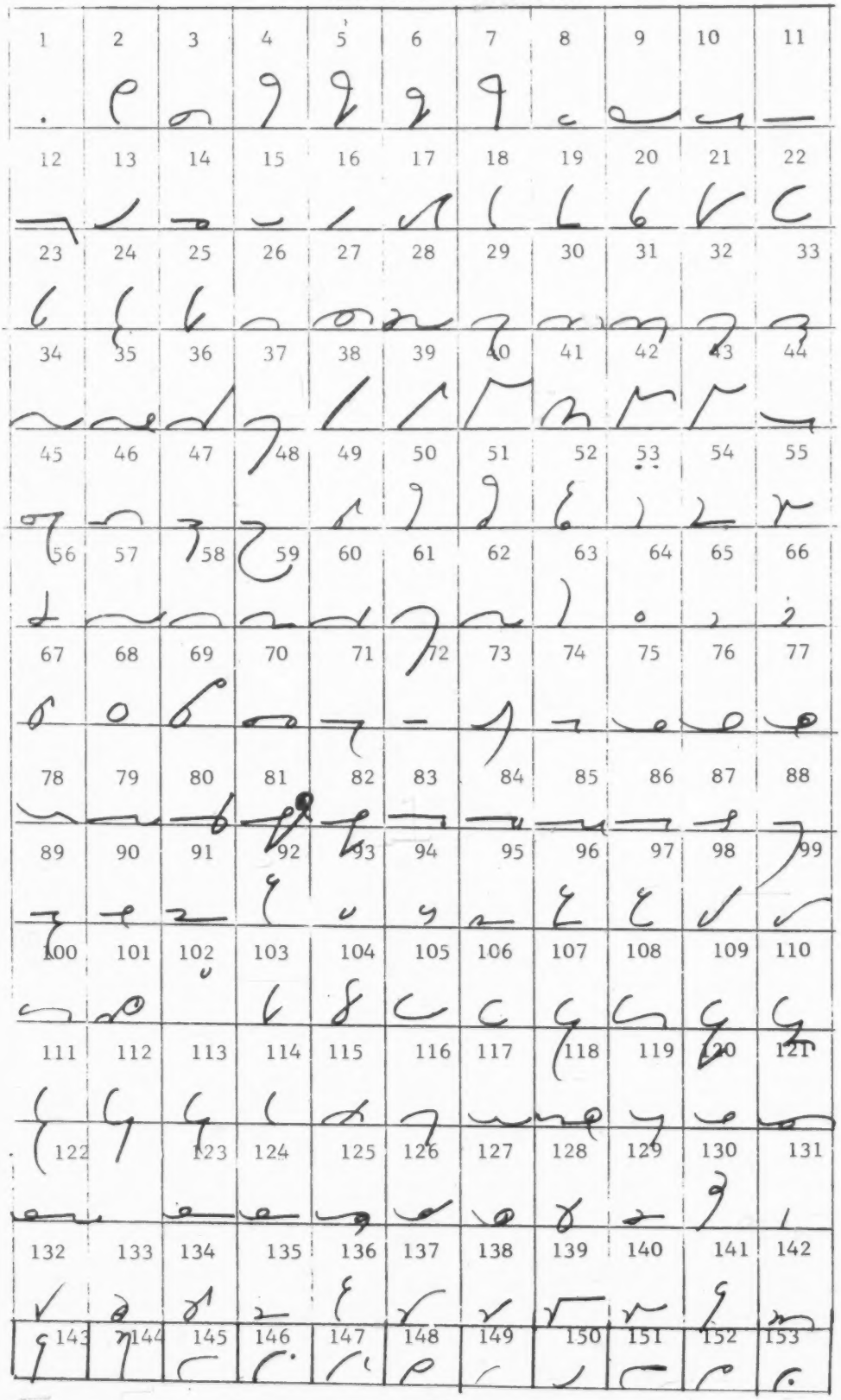
1. I
2. Mr.
3. have
4. are-our-hour
5. will-well
6. a-an
7. am
8. it-at
9. in-not
10. is-his
11. the
12. that
13. can
14. you-your
15. Mrs.
16. of
17. with
18. but
19. for
20. shall
21. which
22. be-by
23. put
24. would
25. their-there
26. this
27. good
28. and
29. them
30. they
31. was
32. when
33. from
34. should
35. could
36. send
37. glad
38. work
39. yesterday
40. very
41. thank
42. order
43. soon
44. enclose
45. were-year
46. value
47. than
48. one-won
49. what
50. about
51. great
52. thing-think
53. why
54. business
55. Gentlemen
56. morning
57. important-importance
58. those
59. where
60. manufacture
61. present
62. part
63. after
64. advertise
65. company
66. wish
67. immediate
68. must
69. opportunity
70. advantage
71. use
72. big
73. suggest
74. such
75. several
76. correspond-correspondence
77. how-out
78. ever-every
79. time
80. acknowledge
81. general
82. gone
83. during
84. over
85. question
86. yet
87. worth
88. difficult
89 envelope
90. progress
91. satisfy-satisfactory
92. success
93. next
94. state
95. under
96. request
97. particular
98. probable
99. regular
100. speak
101. idea
102. subject
103. street
104. newspaper
105. purpose
106. regard
107. opinion
108. circular
109. responsible
110. organize
111. public
112. publish-publication
113. ordinary
114. merchant
115. merchandise
116. recognize
117. never,
118. experience
119. between
120. short
121. quantity
122. situation
123. railroad
124. railroads
125. world
126. throughout
127. object
128. objected
129. character
130. characters
131. govern
132. government

FREQUENTLY USED PHRASES

KEY TO FREQUENTLY USED PHRASES

1. about the
2. and that
3. and the
4. any other
5. as soon as
6. as the
7. as well
8. as you
9. at least
10. at the
11. by the
12. can be
13. Cordially yours
14. Dear Madam
15. Dear Miss
16. Dear Mr.
17. Dear Mrs.
18. Dear Sir
19. do not
20. does not
21. for our
22. for the
23. for this
24. for us
25. for you, for your
26. from the
27. from you, from your
28. has been
29. he is
30. have been
31. I am
32. I am sure
33. I have
34. I know
35. I shall
36. I think
37. I was
38. if the
39. if you, if your
40. if you are
41. if you have
42. if you will
43. in his
44. in order
45. in our
46. in the
47. in this
48. in which
49. is not
50. is the
51. it is
52. it was
53. it will
54. it will be
55. may be
56. not only
57. of course
58. of his
59. of its
60. of our
61. of the
62. of these
63. of this
64. of you, of your
65. on our
66. on the
67. on this
68. on you, on your
69. one of our
70. one of the
71. over the
72. sending you, sending your
73. should be
74. Sincerely yours
75. so that
76. that are
77. that is
78. that the
79. that this
80. that are
81. there are
82. there is
83. they are
84. they have
85. this is
86. through the
87. to be
88. to buy
89. to come
90. to do
91. to get
92. to give
93. to have
94. to keep
95. to know
96. to make
97. to me
98. to pay
99. to see
100. to take
101. to the
102. to his
103. to you, to your
104. very much
105. Very truly yours
106. we are
107. we can
108. we have
109. we know
110. we may
111. we shall
112. we shall be glad
113. we should
114. we will
115. when the
116. will be
117. will you please
118. with our
119. with the
120. with you, with your
121. would be
122. you are
123. you can
124. you have
125. you know
126. you may
127. you need
128. you will
129. you will be
130. you will find
131. you will be able
132. Yours truly
133. Yours very truly

SIMPLIFIED BRIEF FORMS



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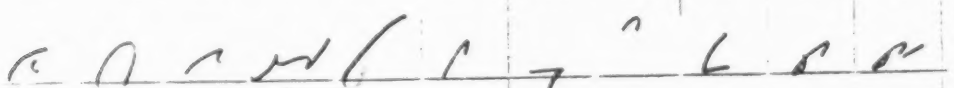										
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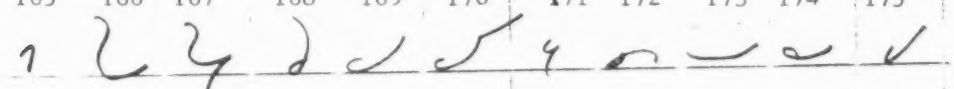										
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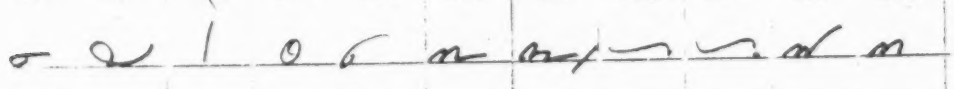
										
187	188	189	190	191						

KEY TO SIMPLIFIED BRIEF FORMS

1. a-an
2. about
3. acknowledge
4. advantage
5. advertise
6. after
7. agent
8. all
9. allow
10. always
11. am-more
12. among
13. and-end
14. any
15. our-are-hour
16. it-at
17. automobile
18. be-by
19. been
20. believe-belief
21. between
22. bill
23. body
24. business
25. but
26. can
27. character
28. circle
29. company-keep
30. conclude
31. conclusion
32. confident-confidence
33. consider-consideration
34. correct
35. correspond-correspondence
36. could
37. cover
38. did
39. Dear Sir
40. deliver
41. difficult
42. direct
43. doctor-during
44. else-list
45. enable
46. enclose
47. enough
48. envelope-nevertheless
49. etc.
50. ever
51. every
52. experience
53. for
54. from
55. future
56. general

KEY TO SIMPLIFIED BRIEF FORMS (continued)

57. glad
58. good-go
59. gone
60. got
61. govern-government
62. great
63. have
64. he
65. his-is
66. house
67. how-out
68. I
69. idea
70. immediate-immediately
71. important-importance
72. in-not
73. individual
74. instant-instance
75. let-letter
76. like
77. likewise
78. long
79. Mr.-market
80. matter
81. merchandise
82. merchant
83. morning
84. most
85. Mrs.
86. must
87. necessary
88. never
89. newspaper
90. next
91. number
92. object
93. of
94. office
95. one-won
96. opinion
97. opportunity
98. order
99. ordinary
100. organize
101. otherwise
102. over
103. part
104. particular
105. please
106. present-presence
107. probably
108. progress
109. property
110. prosecute
111. public
112. purchase
113. purpose
114. put
115. quantity
116. question
117. railroad
118. recognize
119. refer-reference
120. regard
121. regular
122. reminder
123. remember
124. remit-remittance
125. request
126. return
127. right-write
128. satisfy-satisfactory
129. send
130. several
131. shall-ship
132. should
133. side
134. situation
135. soon
136. speak
137. stand
138. state
139. statement
140. street
141. subject
142. success
143. such
144. suggest-suggestion
145. then-than
146. thank
147. thanks
148. that
149. the
150. their-there
151. them
152. they
153. thing-think
154. things
155. this
156. those
157. throughout
158. time
159. two-to-too
160. usable
161. under
162. upon
163. use
164. used
165. usual-wish
166. value
167. valuable
168. very
169. want
170. wanted
171. was
172. week-weak
173. will-well
174. were-year
175. what
176. when
177. where
178. which
179. why
180. with
181. wonder
182. wondered
183. work
184. working
185. world
186. worth
187. would
188. yesterday
189. yet
190. you-your
191. yours truly

GOVERNMENT TERMS

Department of the Interior doi

Secretary of the Interior

Department of the Navy don

Department of Defense dod

Federal Government

Congress

Washington, D. C.

committee

Civil Service cs

Post Office Department pod

National Aeronautics and Space Administration nasa

bureau

Senator from Maryland

LIST YOUR FREQUENTLY USED AGENCY WORDS AND PHRASES

1.

2.

3.

4.

5.

6.

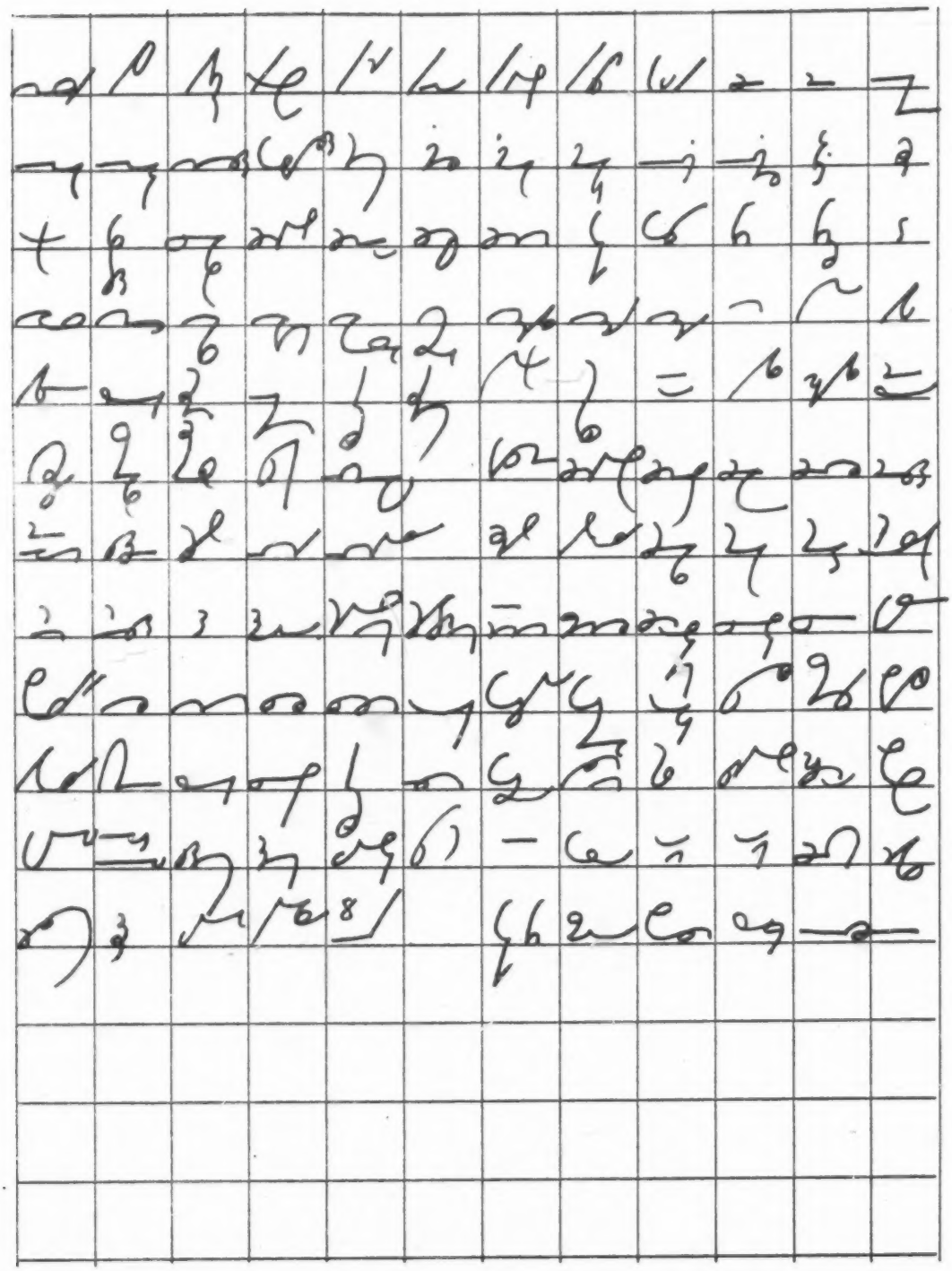
7.

8.

9.

10.

SHORTCUTS AND GOVERNMENT TERMS



SHORTCUTS AND GOVERNMENT PHRASES

Read from left to right:

(1) Commerce Department, Department of Agriculture, Department of Justice, Department of Labor, Department of State, Department of the Interior, Department of the Treasury, Department of Education, Post Office Department, Senate, Senator, Mr. Chairman

(2) Mr. President, Mr. Speaker, Congress of the United States, President of the United States, Federal Government, House Committee, House of Representatives, House resolution, Member of the House, Member of the House Committee, Speaker of the House, White House

(3) Republican Party, people of the United States, American people, Secretary of the Treasury, Secretary of the Interior, Secretary of Agriculture, Secretary of Commerce, budget, bulletin, bureau, bureaucracy, circumstances

(4) colleague, communicate, compensate, competitive, compliance, conference, constituency, constituent, constitute, contract, Democratic, deposit

(5) disbursement, election, fiscal, investigate, justify, Chief Executive, Democratic party, FBI, Internal Revenue, District of Columbia, Washington, D. C. Senator from Illinois

(6) deficit, agencies, civil rights, attorney general, incumbent, Pentagon Secretary of Labor, Secretary of the Navy, Senate bill, Senate committee, Senate of the United States

(7) Senator from New York, United States Senate, federal tax, income tax, income tax return, sales tax, tax return, Federal employee, Federal Reserve Bank, Federal Reserve System, Federal Land Bank

(8) Supreme Court, Supreme Court of the United States, civil service, civil service ruling, Federal Trade Commission, Federal Power Commission, Interstate Commerce Commission, Executive Commission, Securities and Exchange Commission, administration, amendment, pending amendment

(9) appropriated, committee, Congress, economy, economic, legislation, procedure provision, resolution, attorney, advocate, expedite

(10) diplomat, development, election, emergency, justify, negotiate, personnel, technical, viewpoint, utilize, Social Security, appropriation bill

(11) Gentlemen from Missouri, interoffice memorandum, United States Government, Civil Service Commission, authorization, identification, interest, preliminary, regulate, regulation, scientific, State of Pennsylvania

(12) city government, civil service examination, what else, during last year, $8,000,000, budget bureau, as a rule, applicable-applicant, aeronautics, men and women

DICTATION AND TRANSCRIPTION CHECKLIST

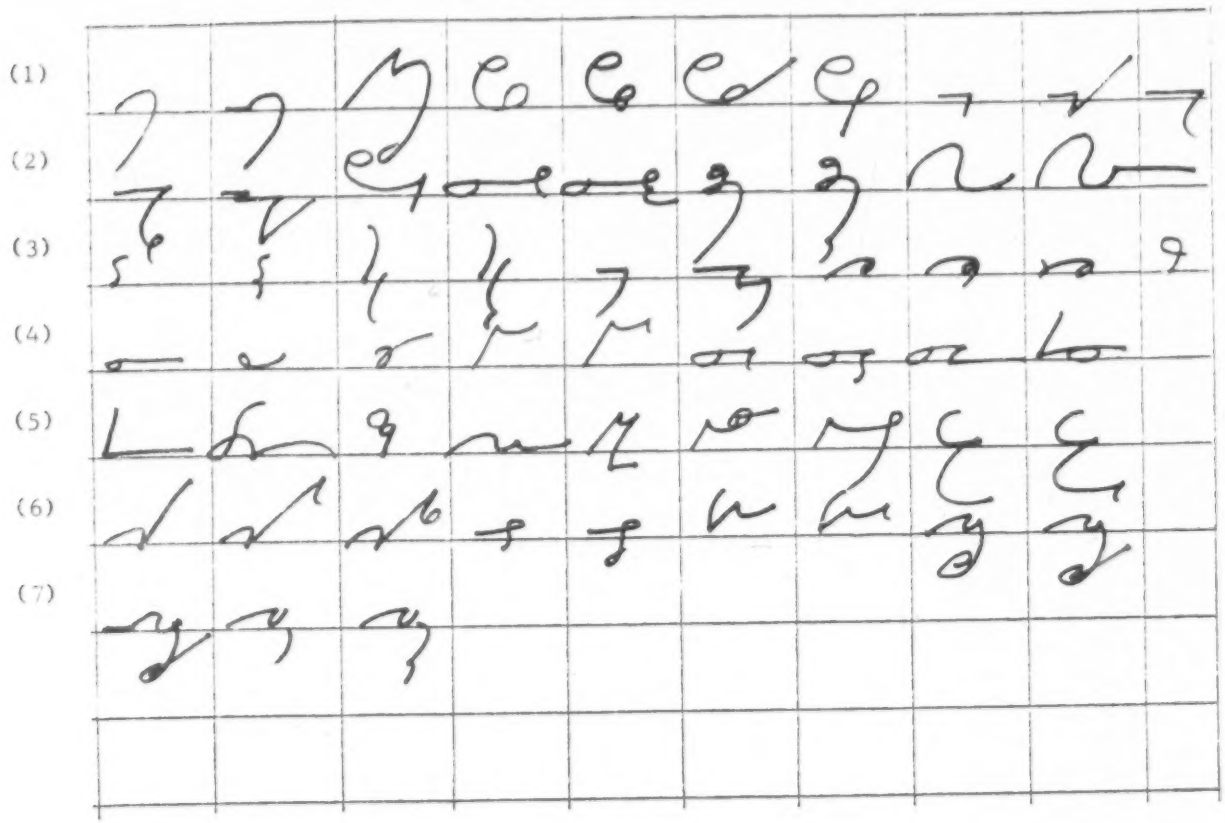
How effective are you in handling the before, during, and after dictation techniques? Do you:

	ALWAYS	USUALLY	NEVER
1. Use one notebook for regular dictation and one for special dictation (telegrams, rush dictation, and special instructions)?			
2. Use separate notebooks for each dictator with the name color coded for each person?			
3. Make arrangements for someone else to handle your desk while taking dictation?			
4. Take any needed reference materials such as reports or previous correspondence in with you during dictation?			
5. Take a file folder to keep materials together that boss gives you?			
6. Keep CONFIDENTIAL dictation and materials together in a special folder?			
7. Date the dictation at the bottom of your notebook in the right-hand corner for quick reference?			
8. Include the word "enclosure" at the end of letter that has an enclosure?			
9. Use a red pencil for flagging special items?			
10. Keep paper clips on side of notebook to clip materials together?			
11. Use a paper clip or fold-over method to flag a page or pages with RUSH dictation?			
12. Speak up if you get behind in taking dictation?			
13. Leave several lines between dictation for additions and changes?			
14. Leave the right side of notebook blank if changes are frequent and lengthy?			

	ALWAYS	USUALLY	NEVER
15. Use a rubber band to separate transcribed materials from unused portion?			
16. Use interruptions and pauses to insert punctuation and to write out unfamiliar words?			
17. Keep a notebook up to date with shorthand words and phrases used especially when dictation is technical?			
18. Proofread for grammar, punctuation, and spelling. Check with boss before transcribing any unfamiliar words given during dictation?			
19. Gather needed files before transcribing?			
20. Double check spelling of names and addresses and include ZIP code?			
21. Tape a small calendar on the back of each notebook as a ready reference?			
22. Read through dictation before transcribing to make sure it makes sense?			
23. Practice reading and writing shorthand each day so you will maintain skill and proficiency?			
24. Take an interest in taking dictation?			
25. Double check notebook to make sure all materials have been transcribed?			

For each answer marked ALWAYS, give 4 points
For each answer marked USUALLY, give 2 points
For each answer marked NEVER, no points are allowed

Expert Shortcuts and Derivatives



(1) cover, uncover, discovery, appropriate, appropriately, appropriated, appropriation, insure-insurance, insured, employ

(2) employees, unemployed, application, administer, administrator, executive, executives, develop, development

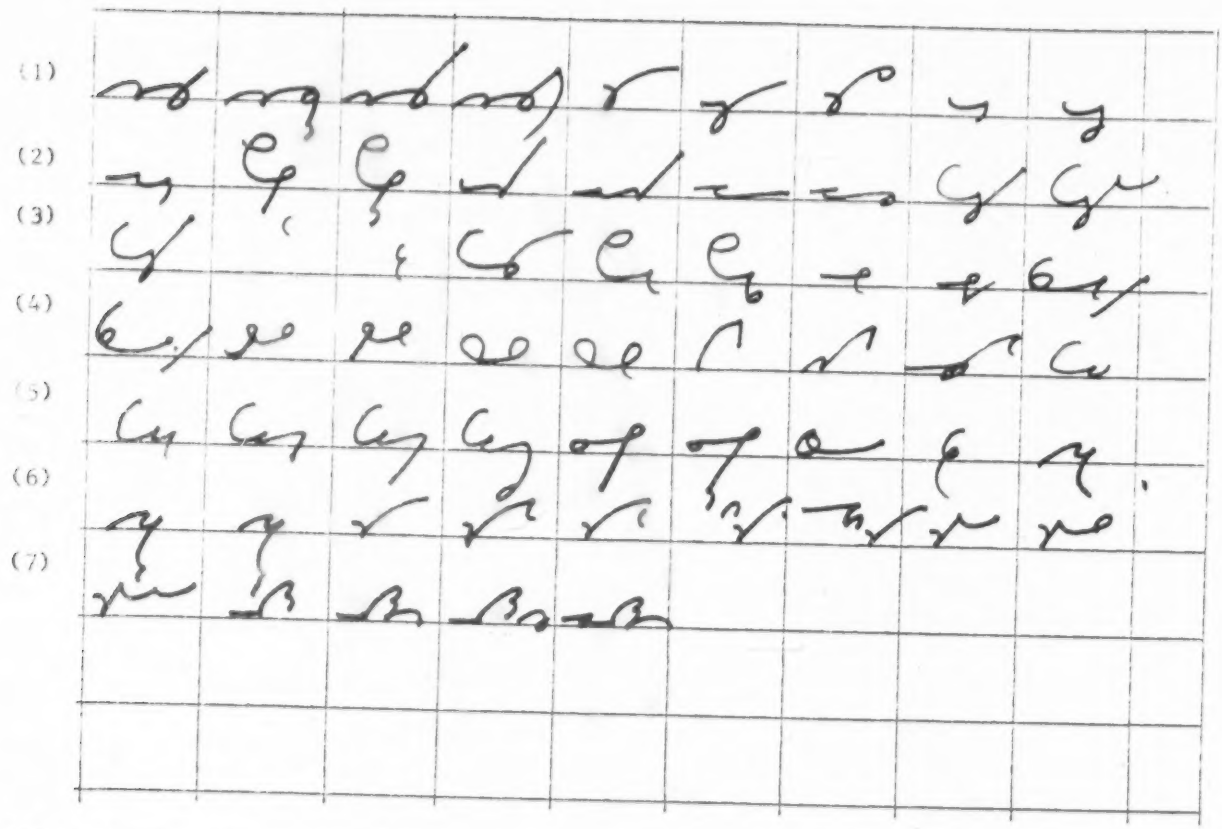
(3) system, systems, vice-president, vice-presidents, inform-information, misinform, committee, committees, subcommittee, has

(4) him, her, whether, director, directors, board of directors, announce, announces, announcement, chairman

(5) chairmen, background, association, great deal, to open, to write, to leave, problem, problems

(6) candidate, candidates, candidacy, necessary, necessarily, picture, pictures, qualify, qualified

(7) unqualified, qualification, qualifications



(1) communicate, communications, communicated, communicative, certain, uncertain, certainly, reason-reasonable, reasonably

(2) unreasonable, appreciate-appreciation, appreciates-appreciations, record, unrecorded, normal. normally, proceed, procedure

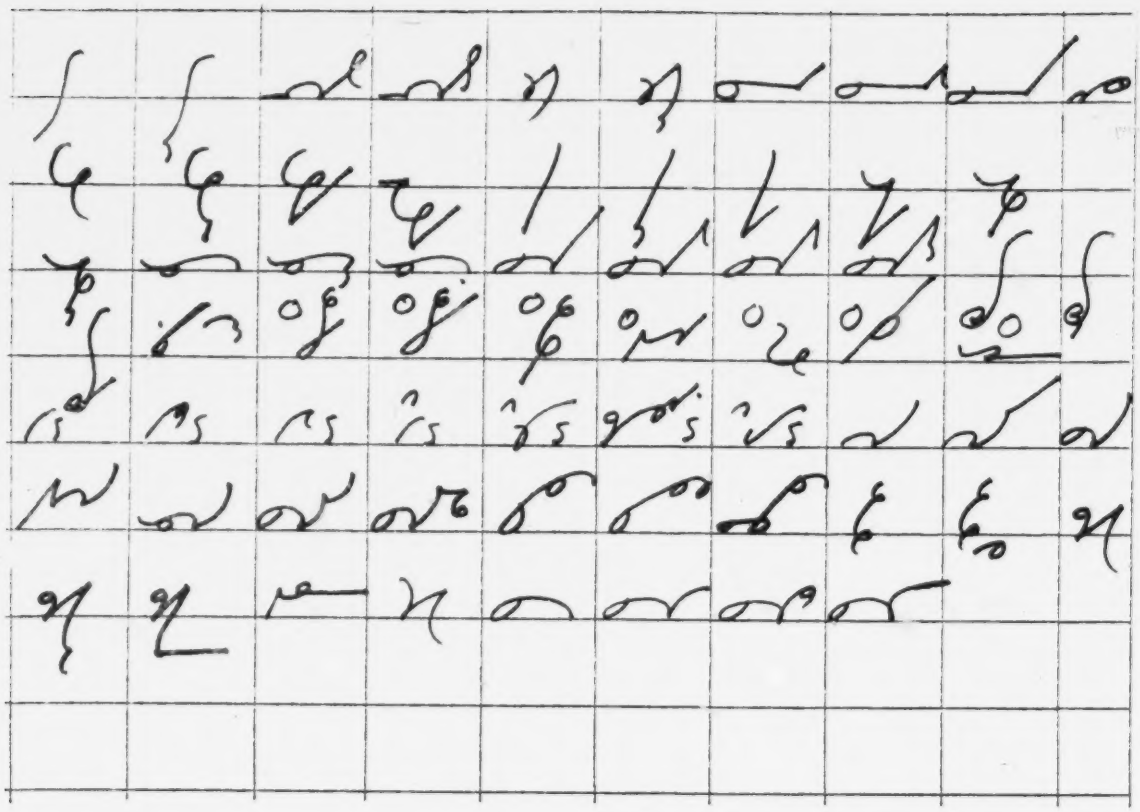
(3) proceeded, service, services, bulletin, approximate, approximately, notice, noticed, sales department

(4) billing department, territory, territories, arrangement, arrangements, attention, your attention, my attention, product

(5) products, production, productive, productively, emergency, emergencies, while, people, cooperate

(6) cooperates, cooperation, stand, stands, standings, understanding, misunderstand, strong, strongly

(7) stronger, enthusiasm, enthusiastic, enthusiastically, unenthusiastic



(1) provision, provisions, income tax, income taxes, certificate, certificates, amount, amounts, amounted, otherwise

(2) prepare, preparation, prepared, unprepared, charge, charges, charged, recharged, reservation

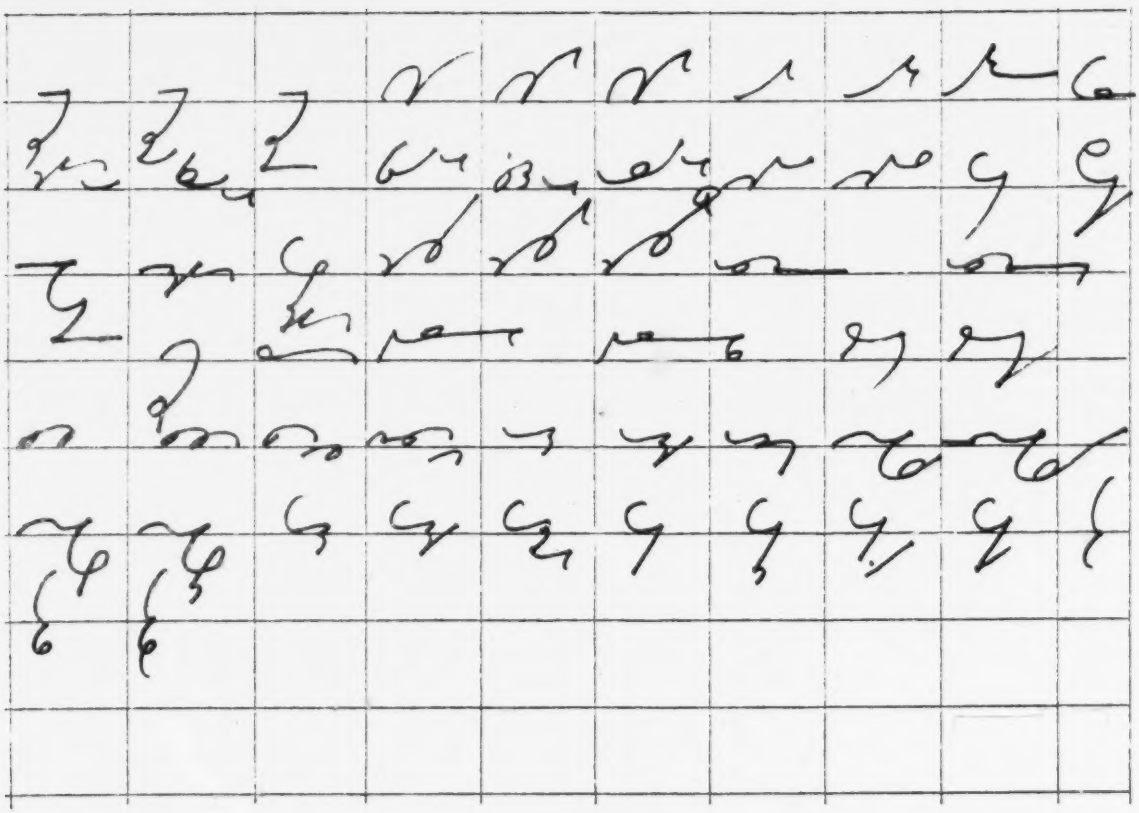
(3) reservations, regret, regrets, regretting, accommodate, accommodates, accommodation, accommodations, provide, provides

(4) provided, headquarters, anticipate, anticipated, anticipation, antitrust, antifreeze, antedated, anteroom

(5) the circumstances, these circumstances, those circumstances, under the circumstances, under certain circumstances, extenuating circumstances, under ordinary circumstances, count, counted, account

(6) discount, recount, accountant, accountancy, adequate, adequately, inadequate, specific, specifically, establish

(7) establishes, establishment, treatment, for the purpose, against, against the, against these, against them



(1) invest, investor, investment, dividend, dividends, industry, industries, industrial, principal-principle

(2) stockholder, shareholders, bondholders, householders, landholders, quarter, quarterly, prove, approved

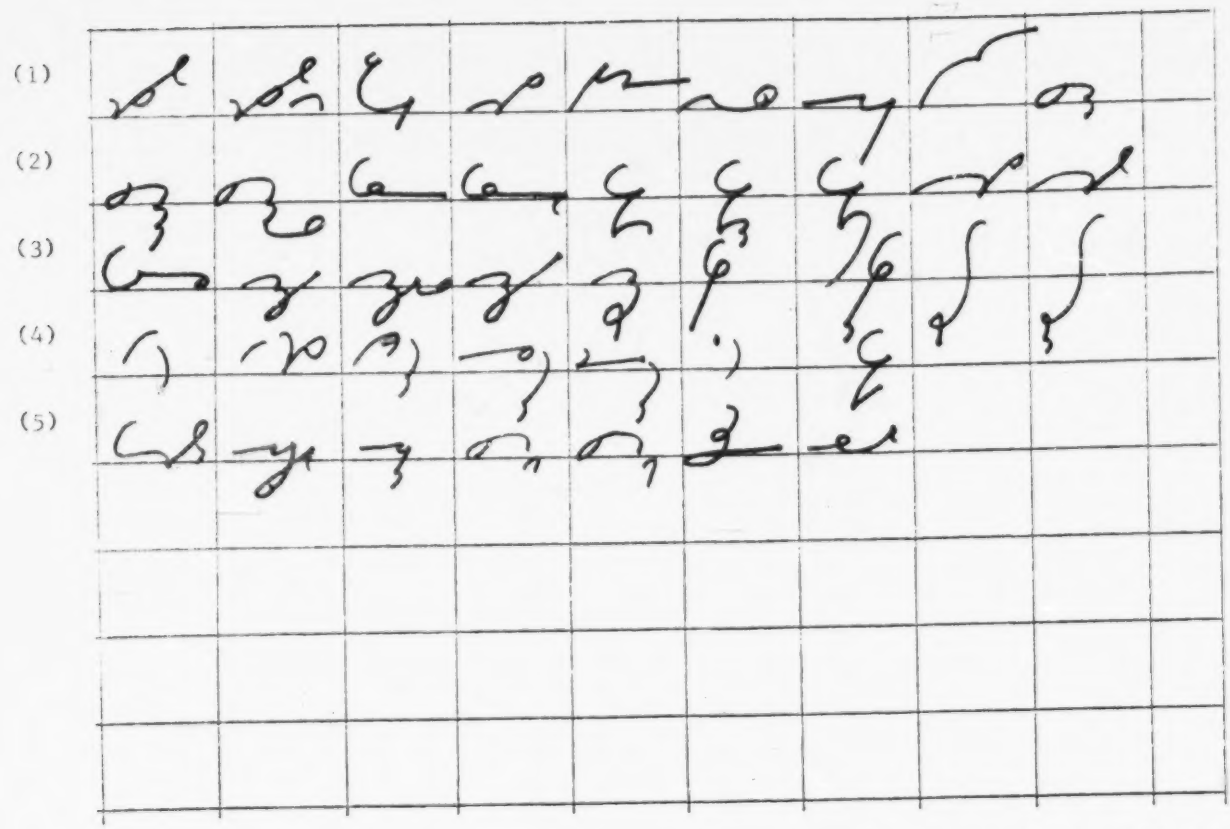
(3) improvement, common stock, preferred stock, standard, standards, standardize, recommend, recommendation

(4) conversation, year ago-years ago, tremendous, tremendously, telephone, telephoned

(5) economy, economic, economically, uneconomical, reduce, reduced, reduction, corporate, incorporated

(6) corporation, corporations, produce, produced, producers, purchase, purchases, purchasing department, purchased, bankrupt

(7) bankruptcy, bankruptcies



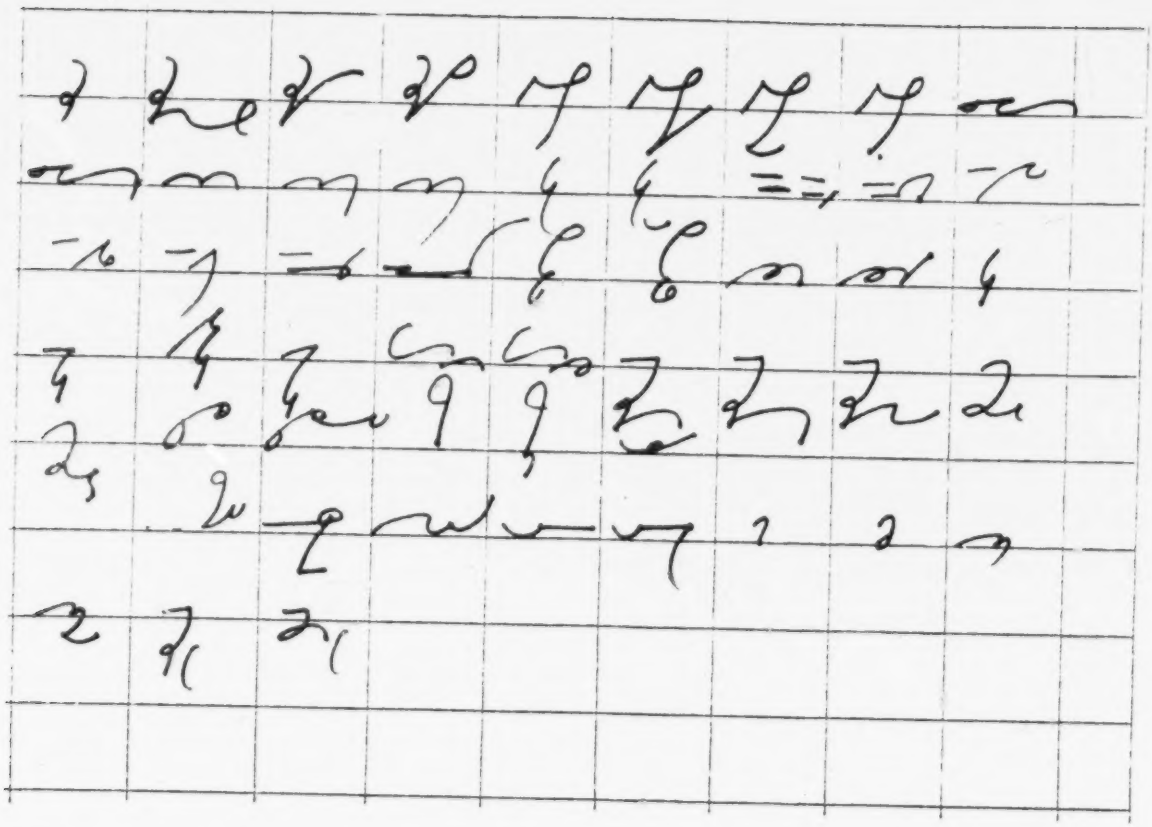
(1) statistics, statistical, obligation, community, document, client, mortgage, from time to time, accident

(2) accidents, accidentally, premium, premiums, prospect, prospects, prospective, guarantee, guarantees

(3) permanently, compensate, compensatory, compensated, compensation, passenger, passengers, beneficiary, beneficiaries

(4) the fact, the fact that, these facts, many facts, some facts, from the facts, a fact, property

(5) practices, negotiates, negotiations, accumulate, accumulation, for example, in other words



(1) first, first class, first time, first day, travel, traveled, traveler, traveling, inaugurate

(2) inauguration, conclude, conclusion, conclusive, popular, popularity interest in, interested in, interest in this, interested to know,

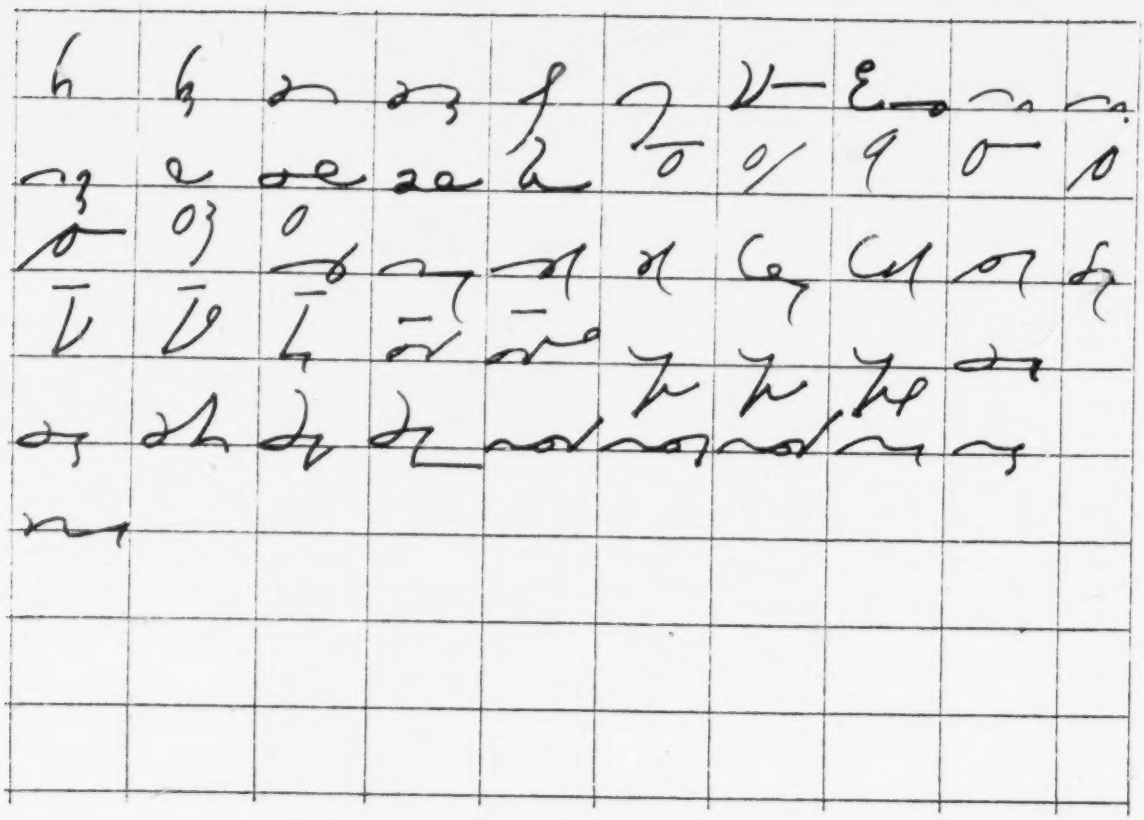
(3) interested to see, interested to have, interested to meet, in the meantime, absolute, absolutely, connect, connected, position

(4) in a position, disposition, composition, practical, practically, investigate, investigation, investigator, conference

(5) conferences, attorney, attorney-at-law, agent, agents, return,

(6) even though, in my opinion, ground, remark, remarkable, usual, usually, custom

(7) customer, in the first place, in the second place



(1) bureau, bureaus, signature, signatures,, take advantage, governmental, fundamental, experimentally

(2) congratulate, congratulating, congratulations, aware, I am aware, we are aware, volume, agree, agreed, agreeable, agreement, disagree

(3) disagreement, aggressive, aggregate, come up, get up, set up, bring up brought up, take up, pick up

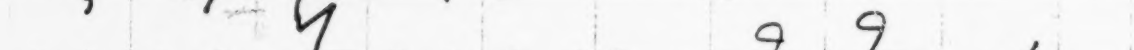
(4) intelligent, intelligently, intelligence, intellect, intellectually register, registered, registration, science,

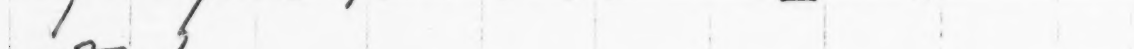
(5) sciences, scientific, advanced, advancement, correct, correction, corrected, course, courses

(6) schools

(1)

(2)

(3) 

(4) 

(1) credit card, credit cards, bargain, bargained, photograph, photocopy indispensable, indispensably, regulate

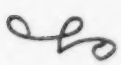
(2) regulations, get in touch, keep in touch, got in touch, item, items, itemize, itemized

(3) original, originals, magazines, secretary, secretaries, secretarial, afternoon, afternoons, north,

(4) northern

STATES

Alabama

Alaska 

Arizona

Arkansas

California

Colorado

Connecticut

Delaware

Florida

Georgia

Hawaii

Idaho

Illinois

Indiana

Iowa

Kansas

Kentucky

Louisiana

Maine

Maryland

Massachusetts

Michigan

Minnesota

Mississippi

Missouri

Montana

Nebraska

Nevada

New Hampshire

New Jersey

New Mexico

New York

North Carolina

North Dakota

Ohio

Oklahoma

Oregon

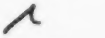
Pennsylvania

Rhode Island

South Carolina

South Dakota

Tennessee

Texas 

Utah

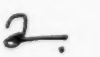
Vermont

Virginia

Washington

West Virginia

Wisconsin

Wyoming 

United States

America

Part II

CHAPTER 1

CAPITALIZATION

(U.S. Government Correspondence Manual)

1. GENERAL

Problems of capitalization which most often arise in Government correspondence are covered in this chapter. Commonly used principles are briefly stated, and then supported by examples. When to capitalize is shown at the left of the page; when not to capitalize is shown at the right. For words or terms not included here, correct practice can be determined by relating them to the principles that are given. Also see the *Government Printing Office Style Manual* for other points on capitalization.

Two main rules govern use of capitals: (1) Proper nouns, titles, and first words are capitalized, and (2) common nouns are not capitalized unless they have gained the status of proper nouns. Consistency in capitalizing is important. Once a practice has been adopted, for example, capitalizing a word for emphasis, that practice should be carefully followed throughout the piece of writing.

2. PROPER NOUNS

a. Names of persons, places, and things. (See also paragraphs c–g, following.)

Capitalize names of persons, places, and things; and their derivatives which retain proper noun meanings.

John Macadam, Macadam family
Paris, Parisian
Italy, Italian
Rome, Roman
Capitol in Washington, D.C.

Do not capitalize names which have become common, or their derivatives which have general meanings.

macadamized
plaster of paris
italics, italicize
roman (type)
a State capitol

b. Common nouns used as proper nouns.

Capitalize common nouns used as parts of proper names and of titles.

Massachusetts Avenue
Federal Express
Cape of Good Hope
Union Station
Budget and Accounting Procedures Act
Appendix C
Column 2
Exhibit D7
The Versailles Treaty

Do not capitalize when used as a substitute for a name, or to denote time, sequence, or reference.

the longest avenue
the express to Boston
the southernmost cape
the railway station in Washington
act of 1951
a part of appendix C
in column 2, page 3
a reprint of exhibit D7
the treaty of 1919

Capitalize common nouns when used alone as a well-known short form of a proper name.

British Commonwealth: the Commonwealth
Cherokee Nation: the Nation
Union of South Africa: the Union
United States: the States

Do not capitalize when used in a general sense.

a commonwealth of nations
a nation of warlike people
a union between families
state's evidence

Part II

Capitalize plural forms of common nouns when used as part of a proper name.

Seventh and I Streets
Lakes Erie and Ontario
State and Treasury Departments

Do not capitalize when used in a general sense.

two old streets
these inland lakes
executive departments

c. Names of organized bodies.

(1) **Federal Government units.**

Capitalize titles of the Federal Government and its units, and their shortened forms. Capitalize other substitutes only to show distinction.

The U.S. Government: the Federal Government, the National Government, the Government
U.S. Congress: 86th Congress
the Senate, the House
Committee of the Whole: the Committee
Department of Agriculture: the Department
Division of Grants: the Division
Bureau of the Census: the Census Bureau, the Bureau
Geological Survey: the Survey
Interstate Commerce Commission: the Commission
American Embassy: the Embassy
Department of Defense: Military Establishment, Armed Forces
U.S. Army: the Army, Regular Army, the Infantry, 81st Regiment, Army Band
U.S. Navy: the Navy, Navy (Naval) Establishment, Marine Corps

Do not capitalize when used in a general sense, or when referring to other than a Federal Government unit.

democratic government, a federal union, two national governments, city government
a congress of citizens
a senate or house unit in Iowa
committees of the Senate, a PTA committee
any department of the government
a division of the organization
formation of a bureau, the census bureau in Laurel
a survey of minerals
a commission on trade rights, interstate commissions
a foreign embassy: *also* the consulate, the consulate general
a defense establishment, armed forces exploring the area, *also* armed services
an army, Grant's army, infantrymen, the regiment, the March King's band
naval shipyard, naval station
corps of fighting men

(2) **International organizations.**

Capitalize names of international organizations.

United Nations: the Security Council, the Assembly, the Secretariat, the International Court of Justice

World Health Organization

Do not capitalize when used in a general sense.

united nations in the Middle East, a council of citizens, a town assembly, a secretariat for the director, a citizens' court
funds for a health organization

(3) **Names of other organized bodies.** (For names of Federal Government units and international organizations, see paragraphs (1) and (2), preceding.)

Capitalize names of other organized bodies when used as titles.

Virginia Assembly, West Virginia House of Delegates

California State Highway Commission: Highway Commission of California
Dutchland Railroad Company: the Dutchland Railroad

Do not capitalize when used in a general sense.

the assembly, the State senate, the house of delegates in West Virginia
the highway commission, the commission for highway construction
the railroad company, the railroad in Pennsylvania

d. Names of members of organized bodies.

Capitalize names of members of organized bodies to distinguish them from the same words merely in a descriptive sense.

a Representative (Member of Congress)
a Republican (member of a political party)
a Catholic (member of the Catholic Church)

Do not capitalize when used in a general sense.

a representative of a group
a republican form of government
catholic (universal) interests

e. Official designations of countries, domains, and their divisions.

Capitalize names of countries and their divisions when used as proper names, as parts of proper names, or as proper adjectives.

United States: the Republic, the Nation, the Union

New York State: the Empire State
Dominion of Canada: the Dominion
Province of Quebec: the Province
U.S.S.R. (Union of Soviet Socialist Republics): Cominform (Communist Information Bureau), Communist International

Do not capitalize when used in a general sense.

a republic, two nations, national income, union of States (U.S.)
church and state
a dominion of the Western Hemisphere
farming provinces of Canada
a socialist form of government, experiment in communism

f. Names of regions, localities, and geographic features.

Capitalize names of regions, localities, and geographic features when used as proper names.

the North Atlantic States
the West, the Midwest
Equatorial Africa
the Middle East (Asia)
the Promised Land
the Continent

Do not capitalize terms used to denote mere direction or position.

north, south, east, west, northerly, northern, northward
road to the west, a midwest direction
equatorial countries
middle east of the State
a land of promise
continental boundaries

g. Names of calendar divisions, holidays, historic events, and periods of time.

Capitalize names of months of the year and days of the week.

January, February, March
Monday, Tuesday, Wednesday

Do not capitalize names of the seasons or the words year *and* century *when used with numbers.*

spring, summer, autumn, winter
the year 1960, the 20th century

Capitalize names of events and of holidays.

Battle of Lexington
War of 1812, World War II
Feast of the Passover
Fourth of July: the Fourth

Do not capitalize when used in a general sense.

the battle fought at Lexington
the war years, two major wars
a religious feast
on July the fourth, a national holiday

3. TITLES USED WITH NAMES OR TITLES STANDING FOR PERSONS

a. Titles preceding names.

Capitalize titles preceding proper names.

President Roosevelt
King George
Chairman McDowell
Ambassador Page

Do not capitalize when used in a general sense.

a president of a club
a king of spades
a chairman of the committee
ambassador at large

Part II

b. Titles following names, or titles used alone.

Capitalize titles following proper names, or used alone as substitutes for names, when they indicate preeminence.

John Adams, President of the United States; the President, the President-elect, the Executive, the Commander in Chief, Ex-President Adams, a former President
Thomas Howells, Vice President of the United States; the Vice President
B. A. Rowland, Secretary of State; the Secretary, the Acting Secretary, the Under Secretary, the Assistant Secretary, the Director, the Chief, or the Assistant Chief

Capitalize titles in the second person.

Your Excellency
Mr. Chairman, Madam Secretary

Do not capitalize when used in a general sense, or when not indicating preeminence.

Burns Mason, president of the Potomac Railway; president-elect of the union, the executive's suite, a young commander in chief, ex-president of Cullen Institute, a former president of the university
Caleb Johnson, vice president of the Exchange; the vice president of SDA
secretaries of the military departments (part of the clerical staff), *but* Secretaries of the military departments (heads of Army, Navy, Air Force); the director, or chief, or assistant chief of the laboratory

4. TITLES OF PUBLICATIONS, DOCUMENTS, ACTS, ETC.

Capitalize all words in titles of publications and documents, except a, an, the, at, by, for, in, of, on, to, up, and, as, but, if, or, *and* nor.

Statutes at Large, Revised Statutes
District Code
Bancroft's History
Journal (House or Senate)
American Journal of Science
Monograph 55, Research Paper 123
Senate Document 70, *but* Senate bill 416
House Resolution 68, *but* House bill 20
Kellogg Pact, North Atlantic Pact
Treaty of Ghent

Do not capitalize when used apart from titles or in a general sense.

the applicable statutes
the code of the District
history books
a journal of legislative action
a professional journal
any monograph, a research paper by Sales
a historical document from the Senate
a committee resolution
a pact between nations
the treaty signed at Ghent

5. THE DEFINITE ARTICLE

Capitalize the word the *when used as part of a name or title.*

The Dalles (Oregon)
The Weirs (New Hampshire)
The Hague
The Attorney General (if so written in copy)

Do not capitalize when the *is used adjectively or with titles of newspapers, periodicals, vessels, airships, or firm names.*

the Dalles region
the Weirs streets
the Hague Court; *also* the Netherlands
the attorney general of Texas
the Times, the Atlantic Monthly
the Mermaid, the U–3
the National Photo Co.

6. PARTICLES IN NAMES OF PERSONS

Capitalize particles in foreign names or titles—d', da, della, du, van, *and* von.

D'Orbigny
Da Ponte
Du Pont

Capitalize particles in anglicized names, even if preceded by a forename or title.

Justice Van Devanter
Samuel F. Du Pont
Reginald De Koven

Do not capitalize in foreign names when preceded by a forename or title.

Alcide d'Orgibny
Cardinal da Ponte
E. I. du Pont de Nemours & Co.

Do not capitalize when an individual prefers lowercase.

Henry van Dyke (his usage)
Irénée du Pont (his usage)

7. FIRST WORDS

Capitalize the first word of a sentence, of a direct quotation, of a line of poetry, or of a formally introduced series of items following a comma or a colon.

The question is, Shall the bill pass?
He asked, "And where are you going?"

Lives of great men all remind us
We can make our lives sublime.

The vote was as follows: In the affirmative, 23; in the negative, 11; not voting, three.

Do not capitalize a fragmentary quotation or a supplementary remark following a colon.

He objected "to the phraseology, not to the ideas."
Revolutions are not made: they come.

CHAPTER 2

SPELLING

(U.S. Government Correspondence Manual)

1. GENERAL

The Government Printing Office recognizes Webster's New International Dictionary as the guide to spelling. To achieve further standardization, the Government Printing Office lists in the Style Manual the preferred forms of many of the words that are spelled more than one way in Webster's.

This chapter carries a short list of preferred forms, selected from those in the Style Manual. Also it gives instructions on the formation of plurals, the doubling of final consonants when suffixes are added, and the use of indefinite articles. Methods of forming possessives are covered in chapter 4, paragraph 2, of this part.

The spelling of geographic names should conform to the decisions of the U.S. Board on Geographic Names. In the absence of a decision by the Board, the *U.S. Directory of Post Offices* is used for names in the United States and its possessions.

2. PREFERRED SPELLING

abridgment
acknowledgment
adapter
adjuster
adviser
aging
aline
anesthetic
appall
ascendance
aye
barreled, barreling
beveled, beveling
biased
blond
boulder
brier
buses
caliber
canceled, canceling, cancellation
catalog
channeled, channeling
cigarette
coconut
combated, combating
connector
consignor
converter
conveyor
councilor
counseled, counselor, counseling
defense
descendant
development
diagramed, diagraming
dialed, dialing
dike
disk
draft
drought
employee
enclose
enclosure
entrust
equaled, equaling
esthetic
exhibitor
favor
flier
focused, focusing
forbade
fulfill
fuse
gasoline
goodby
graveled, graveling
gray
intern
jeweled, jeweler, jeweling
judgment
kerosene
kidnaped, kidnaper, kidnaping
labeled, labeling
leveled, leveler, leveling
libeled, libeler, libeling
license
likable
maneuver
marshaled, marshaling
marvelous
medieval
meter
modeled, modeling
mold
monolog
movable
nonplused
offense
penciled, penciling
percent
plow
practice
programed, programer, programing
reconnaissance
referable
signaled, signaling
skillful
stenciled, stenciling
subpena
sulfur
theater
totaled, totaling
traveled, traveler, traveling
visa, visaed
vitamin
willful
woolen
woolly
worshiped, worshiper, worshiping

Part II

3. PLURAL FORMS

a. In forming the plurals of compound terms, make the significant word plural.

Significant word first

adjutants general
ambassadors at large
attorneys at law
attorneys general
brothers-in-law
commanders in chief
heirs at law
notaries public
rights-of-way

Significant word last

assistant attorneys
assistant commissioners
assistant secretaries
deputy sheriffs
lieutenant colonels
trade unions
vice chairmen
vice presidents

Significant word in middle

assistant attorneys general
assistant chiefs of staff
assistant comptrollers general
deputy chiefs of staff

Both words of equal significance

Bulletins Nos. 27 and 28; *but* Bulletin No. 27 or 28
men buyers
women students

No word significant in itself

hand-me-downs
jack-in-the-pulpits

b. When a noun is hyphened with an adverb or preposition, make the noun plural.

go-ins-on
hangers-on
listeners-in
lookers-on
makers-up
passers-by

c. When neither word is a noun, make the last word plural.

also-rans
come-ons
go-betweens
higher-ups

d. To form the plural of nouns ending with *ful*, add *s* at the end. If it is necessary to express the idea that more than one container was filled, write the two elements as separate words and make the noun plural

five bucketfuls of the mixture (one bucket filled five times)
five buckets full of earth (separate buckets)
three cupfuls of flour (one cup filled three times)
three cups full of coffee (separate cups)

e. The plurals of these words may cause difficulty.

appendix, appendixes
basis, bases
crisis, crises
curriculum, curriculums
datum, data
formula, formulas
maximum, maximums
medium, mediums or media
memorandum, memorandums
minimum, minimums
minutia, minutiae
parenthesis, parentheses
phenomenon, phenomena
plateau, plateaus
stimulus, stimuli
synopsis, synopses

4. DOUBLED CONSONANTS

When a suffix beginning with a vowel is added to a word ending in a single consonant preceded by a single vowel, double the consonant if (*a*) it ends a word of one syllable, or (*b*) it ends an accented syllable.

bag, bagging
get, getting
red, reddish
rob, robbing
corral, corralled
transfer, transferred
but total, totaled
travel, traveled

5. INDEFINITE ARTICLES

a. Use *a* before words beginning with consonants, except words beginning with a silent *h*. Also use *a* before words spelled with initial vowels that combine consonant and vowel sounds.

a procedure
a hotel
a humble man
a union
a European atlas
a one-sided argument
but an hour

b. Use *an* before words beginning with vowels, and words beginning with a silent *h*.

an order
an electric light
an initial
an herbseller
an honor

SPELLING

1. Learn to see words mentally. Here is a good method:

   A. With your eyes on the word being studied, pronounce it carefully. If you don't know the proper pronunciation, consult a dictionary.

   B. Study each individual letter in the word; if the word has more than one syllable, separate the syllables and focus on each one in turn.

   C. Close your eyes and pronounce and spell the word either letter-by-letter or syllable-by-syllable, depending upon its length.

   D. Look at the word again to make certain that you have recalled it correctly.

   E. Practice this alternate fixing of the image and its recall until you are certain that you can instantly "see" the word under any circumstances and at any time.

2. Pronounce words carefully. Correct pronunciation is sometimes of little help in spelling, but mispronouncing often adds an additional hazard.

3. When you are suspicious of the spelling of any word, you should check it immediately in your dictionary. "Doubt plus dictionary equal good spelling" is a reliable formula.

4. Learn a few simple rules of spelling.

5. Spell carefully. Even if a mistake results from haste or carelessness, it is a mistake until corrected. Proofread carefully.

6. Use memory devices such as mnemonics. A mnemonic is a memory trick based on what psychologists refer to as "association of ideas," remembering something by associating it with something else.

7. Prepare your own spelling list. The very best list of words for you to study is the one you prepare yourself to meet your own needs and shortcomings.

Following is a list of forty frequently misspelled words. Some are spelled correctly here; some are not. In which of them can you identify each letter at a single glance? Which require you to move your eyes even if only slightly? Proofread and check any misspelled words.

1. acquaint
2. against
3. all right
4. amount
5. apear
6. arise
7. around
8. basas
9. begining
10. before
11. careless
12. clothes
13. comming
14. considerable
15. decide
16. extremely
17. field
18. finishing
19. likelyhood
20. lonely
21. mere
22. nobilty
23. noticeable
24. occupying
25. opportunity
26. optomistic
27. pamplet
28. perseverance
29. preferable
30. primative
31. process
32. pursue
33. recomendation
34. representative
35. restaurant
36. sandwitch
37. siege
38. twelfth
39. unmanageable
40. yield

CHAPTER 3

COMPOUND WORDS

(U.S. Government Correspondence Manual)

1. GENERAL

A compound word conveys a unit idea that is not as clearly conveyed by separate words. The hyphen not only unites but separates the component words, and thus aids readability and correct pronunciation.

In this chapter, basic rules for compounding are given first, and are followed by guides to forming solid compounds and to hyphening unit modifiers. Instructions are also given on adding prefixes and suffixes and on putting together combining forms.

Word forms are constantly changing. The correct form for use in Government is found in the *Government Printing Office Style Manual*.

2. BASIC RULES

a. Omit the hyphen when words appear in regular order and the omission causes no confusion in sound or meaning.

banking hours	day laborer	mountain laurel	training ship
blood pressure	eye opener	palm oil	violin teacher
book value	fellow citizen	patent right	
census taker	living costs	rock candy	

b. Compound two or more words to express an idea that would not be as clearly expressed in separate words.

afterglow	cupboard	gentlemen	right-of-way
bookkeeping	forget-me-not	newsprint	whitewash

c. In a derivative of a compound, keep the solid or hyphened form of the original compound, unless otherwise indicated for particular words.

coldbloodedness	ill-advisedly	praiseworthiness	X-rayer
footnoting	outlawry	railroader	Y-shaped

3. SOLID COMPOUNDS

a. When *any*, *every*, *no*, and *some* are combined with *body*, *thing*, and *where*, type as one word. Type as separate words *some one*, *every one*, and similar combinations which refer to a particular person or thing. To avoid mispronounciation, type *no one* as two words at all times.

anybody	anywhere	nobody	somebody
anyone, *but*	everybody	no one	someone
any one thing	everything	nothing	something
anything	everywhere	nowhere	

b. Type as one word compound personal pronouns.

herself	myself	ourselves	yourself
himself	oneself	themselves	yourselves
itself			

c. Type as one word compass directions consisting of two points, but use a hyphen after the first point when three points are combined.

northeast	north-northeast	southwest	south-southwest

Part II

4. UNIT MODIFIERS

a. Place a hyphen between words, or abbreviations and words, combined to form a unit modifier immediately preceding the word modified, except as shown in paragraph b following. This use of the hyphen applies particularly to combinations in which one element is a present or past participle.

a 4-percent increase
Baltimore-Washington road
drought-stricken area
English-speaking nation
Federal-State-local cooperation
guided-missile program
large-scale project
law-abiding citizen
long-term loan
lump-sum payment
multiple-purpose uses
U.S.-owned property

b. Where meaning is clear and readability is not aided, it is not necessary to use a hyphen to form a temporary or made compound. Restraint should be exercised in forming unnecessary combinations of words used in normal sequence.

atomic energy power
child welfare plan
civil service examination
income tax form
land bank loan
life insurance company
parcel post delivery
per capita expenditure
real estate tax
social security pension
soil conservation measures
special delivery mail

c. Generally, do not use a hyphen in a two-word unit modifier the first element of which is an adverb ending in *ly*; do not use hyphens in a three-word unit modifier the first two elements of which are adverbs.

eagerly awaited moment
heavily laden ship
unusually well preserved specimen
very well defined usage
very well worth reading
not too distant future
often heard phrase

but ever-normal granary
ever-rising flood
still-new car
still-lingering doubt
well-known lawyer
well-kept farm

d. Retain the original forms of proper nouns used as unit modifiers, either in their basic or derived forms.

United States laws
Latin American countries
Red Cross nurse
Winston-Salem regional office
Swedish-American descent
Minneapolis-St. Paul region

e. Do not confuse a modifier with the word it modifies.

gallant serviceman
average taxpayer
but income-tax payer
well-trained schoolteacher
wooden-shoe maker
tomato-canning factory
American flagship
but American-flag ship

f. Retain the hyphen where two or more hyphened compounds have a common basic element and this element is omitted in all but the last term.

8-, 10-, and 16-foot boards
2- by 4-inch boards *but* 2 to 4 inches wide
moss- and ivy-covered walls
not moss and ivy-covered walls

g. Do not use a hyphen in a foreign phrase used as a unit modifier.

ex officio member
per capita tax
per diem employee
prima facie evidence

h. Do not use a hyphen in a unit modifier which contains a letter or a number as its second element.

article 3 provisions
grade A eggs
point 4 program
ward D patients
strontium 90 effects

i. Do not use a hyphen in a unit modifier within quotation marks unless the modifier is usually a hyphened term.

"blue sky" law
"good neighbor" policy
"tie-in" sale

5. PREFIXES, SUFFIXES, AND COMBINING FORMS

a. Type compounds which contain prefixes or suffixes as one word without a hyphen, except as shown in paragraphs b, c, and d following. Use a hyphen to avoid doubling a vowel or tripling a consonant, except after the prefixes *co*, *de*, *pre*, *pro*, and *re*.

antedate
anti-inflation
biweekly
brass-smith
cooperation
deemphasis
extracurricular
homestead
Iverness-shire
micro-organisms
misstate
nationwide
northward
offset
preexisting
reenact
semi-independent
semiofficial
shell-like
thimble-eye
twofold
ultra-atomic

b. Use a hyphen to avoid confusion.

anti-hog-cholera serum
co-op
non-civil-service position
re-sort (sort again)
re-treat (treat again)
un-ionized

c. Type with a hyphen the prefixes *ex*, *self*, and *quasi*.

ex-governor
ex-serviceman
ex-trader
self-control
self-educated
quasi-academic
quasi-argument
quasi-corporation
quasi-judicial

d. Use a hyphen to join a prefix to a capitalized word, unless usage is otherwise.

anti-Arab
pro-British
un-American

but nongovernmental
overanglicize
transatlantic

6. NUMERICAL COMPOUNDS

a. Type a hyphen between the elements of compound numbers from twenty-one to ninety-nine and in adjective compounds with a numerical first element.

7-hour day
6-footer
10-minute delay
3-week vacation
24-inch ruler
twenty-one
but one hundred and twenty-one
100-odd
foursome

b. Type a hyphen between the elements of a fraction, but omit it between the numerator and the denominator when the hyphen appears in either or in both.

one-thousandth
three-fourths of an inch
twenty-one thirty-seconds
twenty-three thirtieths
two one-thousandths
two-thirds

7. IMPROVISED COMPOUNDS

a. Use a hyphen between the elements of an improvised compound serving as an adjective or a noun.

how-to-be-beautiful course
know-how
know-it-all
let-George-do-it attitude
stick-in-the-mud

b. When the noun form is printed in separate words, always hyphen the corresponding verb form.

blue-pencil
cold-shoulder
cross-brace

CHAPTER 4

PUNCTUATION

(U.S. GOVERNMENT CORRESPONDENCE MANUAL)

1. GENERAL

Punctuation marks are to the reader what road signs are to the driver. They make it easier to read and understand what someone has written. There are rules, but there are also many exceptions. Some punctuation marks may be substituted for others, without changing the meaning of a sentence or without making it less clear. Good sentences usually need few punctuation marks. The *Government Printing Office Style Manual* treats punctuation in detail.

2. APOSTROPHE

a. Use the apostrophe:

(1) To indicate contractions or omitted letters.

I've it's (it is) TV'ers

(2) To indicate the coined plurals of letters, figures, and symbols.

three R's 5's and 7's +'s

(3) To show possession. Add *'s* when the noun does not end with an *s* sound. Add only the apostrophe to a noun that ends with an *s* sound.

officer's Mars' hostess' Co.'s Cos.' Jones' Joneses' Schmitz'

(a) To show possession in compound nouns, add the apostrophe or *'s* to the final word.

brother-in-law's secretary-treasurer's

(b) To show joint possession in nouns in a series, add the apostrophe or *'s* to the last noun.

soldiers and sailors' home

(c) To show separate possession in nouns in a series, add the apostrophe or *'s* to each noun.

John's, Thomas', and Henry's ratings

(d) To show possession in indefinite pronouns, add the apostrophe or *'s* to the last component of the pronoun.

someone's desk somebody else's books others' homes

b. Do not use the apostrophe:

(1) To form the possessive of personal pronouns.

theirs yours hers its

(2) To form the plural of spelled-out numbers, of words referred to as words, and of words already containing an apostrophe. Add *'s*, however, if it makes the plural easier to read.

twos and threes ifs, ands, and buts yeses and noes do's and don'ts which's and that's

(3) To follow names of countries and other organized bodies ending in *s*, or after words more descriptive than possessive (not indicating personal possession), except when the plural does not end in *s*.

United States control United Nations meeting merchants exchange children's hospital

Part II

3. BRACKETS

a. Use brackets in pairs:

(1) To enclose a correction.

He arrived at 13 [12] o'clock.

(2) To supply something omitted.

Mr. Adams [arrived] late.

(3) To explain or to identify.

The president pro tem [Arnold] spoke briefly.

(4) To instruct or to add comment.

The report is as follows [read first paragraph]:

(5) To enclose *sic* when it is used to show that an error in a quotation has been recognized but not changed.

It's [sic] counterpart is missing.

b. Use a single bracket:

At the beginning of each paragraph but only at the close of the last paragraph, when extensive material is enclosed.

4. COLON

Use the colon:

a. To separate an introductory statement from explanatory or summarizing material that follows.

The board consists of three officials: Chairman, vice chairman, and recorder-secretary.
Give up conveniences; do not demand special privileges; do not stop work: these are necessary while we are at war.

b. To introduce formal statements, questions, or quotations.

The committee stated the principle thus: In our foreign relations, people instead of governments are our first concern.
The following question came up for discussion: What policy should be adopted?
He said: [If the quotation is not more than one sentence, use a comma instead of a colon.]

c. To follow a formal salutation

Dear Mr. Franklin: Ladies and Gentlemen: To Whom It May Concern:

d. To separate the hour and the minutes in clock time.

8:15 a.m. 11:59 p.m.

e. To follow introductory headings which lead directly to subentries.

Policy:
General:
Salaries
Responsibilities
Specific:

f. To separate parts of citations. (Leave a space after the colon.)

Luke 4: 3 Journal of Education 3: 342–359

g. To indicate proportion. (Use double colon as ratio sign.)

1:2::3:6

5. COMMA

a. Use the comma:

(1) To separate words or figures that might otherwise be misunderstood or misread.

Instead of hundreds, thousands came.
To John, Smith was very helpful.
Out of each 20, 10 are rejected.
What the difficulty is, is not known.

(2) To set off introductory or explanatory words that precede, break, or follow a short direct quotation. The comma is not needed if a question mark or an exclamation point is already part of the quoted matter.

I said, "Don't you understand the question?"
"I understand it," she replied, "but I disagree with the answer."
"Why?" he said.
"It's unreasonable," she exclaimed.

(3) To indicate the omission of an understood word or words.

Then he was enthusiastic; now, indifferent.

(4) To separate a series of modifiers of equal rank.

It is a young, eager, and intelligent group.
but He is a clever young man. (No comma when the final modifier is considered part of the noun modified.)

(5) To follow each of the members within a series of three or more, when the last two members are connected by *and*, *or*, or *nor*.

horses, mules, and cattle
by the bolt, by the yard, or in remnants
neither snow, rain, nor heat
by five, 10, or 20

(6) To separate an introductory phrase from the subject it modifies.

Beset by the enemy, they retreated.

(7) Before and after *Jr.*, *Sr.*, academic degrees, and names of States preceded by names of cities, within a sentence.

Henry Smith, Jr., Chairman Smith, Henry, Sr. Washington, D.C., schools

(8) To set off parenthetic words, phrases, or clauses.

The atom bomb, developed by the Manhattan project, was first used in World War II.
The situation in the Middle East, he reported, might erupt.
but The person who started that fire is undoubtedly an arsonist. (No comma necessary, since the clause "who started that fire" is essential to identify the person.)

(9) To set off words or phrases in apposition or in contrast.

Mr. Jay, attorney for the plaintiff, asked for a delay. You will need work, not words.

(10) To separate the clauses of a compound sentence if they are joined by a simple conjunction, such as *or*, *nor*, *and*, or *but*.

The United States will not be an aggressor, nor will it tolerate aggression by other countries.

(11) To set off a noun or phrase in direct address.

Mr. President, the motion has carried.

(12) To separate the title of an official and the name of his organization, in the absence of the words *of* or *of the*.

Chief, Insurance Branch Chairman, Committee on Appropriations

(13) To separate thousands, millions, etc., in numbers of four or more digits.

4,230 50,491 1,000,000

(14) To set off the year when it follows the day of the month in a specific date within a sentence.

The reported dates of September 11, 1943, to June 12, 1955, were erroneous.

(15) To separate a city and state.

Cleveland, Ohio Washington, D.C.

Part II

b. Do not use the comma:

(1) To separate the month and year in a date.

Production for June 1955 On 5 July 1956 we dedicated the arsenal. (Military form of date.)

(2) To separate units of numbers in built-up fractions, decimals, page numbers, serial numbers (except patent numbers), telephone numbers, and street addresses.

1/2500 Motor No. 189463
1.9047 MEtropolitan 9-3201
page 2632 1727-1731 Broad Street
1450 kilocycles, 1100 meters (no comma unless more than four digits, radio only)

(3) To precede an ampersand (&) or a dash.

Greene, Wilson & Co. (except in indexes: Jones, A. H., & Sons)
There are other factors- -time, cost, and transportation- -but quality is the most important.

(4) To separate two nouns one of which identifies the other.

The booklet "Infant Care" Wilson's boat *The Maria*

(5) To separate the name and the number of an organization.

Western Legion Post No. 12

6 DASH

Use the dash (two hyphens and no spaces):

a. To mark a sudden break or abrupt change in thought.

He said- -and no one contradicted him- -"The battle is lost."
If the bill should pass- -which Heaven forbid!- -the service will be wrecked.

b. To indicate an interruption or an unfinished word or sentence.

He said, "Give me lib- -" Q. Did you see- -? A. No, sir.

c. To serve instead of commas or parentheses, if the meaning is clarified by the dash.

These are shore deposits- -gravel, sand, and clay- -but marine sediments underlie them.

d. To introduce a final clause that summarizes a series of ideas. (See also paragraph 4a, preceding, for use of the colon.)

Freedom of speech, freedom of worship, freedom from want, freedom from fear- -these are the fundamentals of moral world order.

e. To follow an introductory phrase leading into two or more successive lines and indicating repetition of that phrase.

I recommend- -
That we accept the rules
That we publish them

f. To serve instead of a colon when a question mark closes the preceding idea.

How can you explain this?- -"Fee paid, $5."

g. To precede a credit line or signature.

Still achieving, still pursuing,
Learn to labor and to wait.
- -Longfellow

This statement is open to question.- -Gerald H. Forsythe

7. EXCLAMATION POINT

Use the exclamation point to mark surprise, incredulity, admiration, appeal, or other strong emotion, which may be expressed even in a declarative or interrogative sentence.

How beautiful!
"Great!" he exclaimed.
Who shouted, "All aboard!" (Question mark omitted)
O Lord, save Thy people!

8. HYPHEN

Use the hyphen:

a. To connect the elements of certain compound words. (See also chapter 3, this part, preceding.)

mother-in-law
ex-governor
self-control
H-bomb
walkie-talkie
quasi-academic

b. To indicate continuation of a word divided at the end of a line. (See also chapter 7, following.)

c. To separate the letters of a word which is spelled out for emphasis.

d-o-l-l-a-r-s

9. PARENTHESES

a. **Use parentheses:**

(1) To set off matter not part of the main statement or not a grammatical element of the sentence, yet important enough to be included.

Mr. Kelley (to the chairman).
Q. (Continuing.)
A. (Reads:)
The result (see figure 2) is most surprising.

(2) To enclose a parenthetic clause where the interruption is too great to be indicated by commas.

You can find it neither in French dictionaries (at any rate, not in Littré) nor in English dictionaries.

(3) To enclose an explanatory word that is not part of the statement.

The Erie (Pa.) Ledger; *but* the Ledger of Erie, Pa.

(4) To enclose letters or numbers designating items in a series, either at the beginning of paragraphs or within a paragraph.

You will observe that the sword is (1) old fashioned, (2) still sharp, and (3) unusually light for its size.

(5) To enclose a reference at the end of a sentence. Unless the reference is a complete sentence, place the period after the parenthesis closing the reference. If the sentence contains more than one parenthetic reference, the parenthesis closing the reference at the end of the sentence is placed before the period.

The specimen exhibits both phases (pl. 14, A, B).
The individual cavities show great variation. (See pl. 4.)
This sandstone (see pl. 6) occurs in every county of the State (see pl. 1).

b. **Use a single parenthesis:**

At the beginning of each paragraph but only at the close of the last paragraph, when extensive material is enclosed.

10. PERIOD

Use the period:

a. To end a declarative sentence that is not exclamatory, and to end an imperative sentence.

He works for Johnson & Sons, Inc.
Do not be late.

b. To end an indirect question or a question intended as a suggestion and not requiring an answer.

Tell me how the rocket was launched.
May we hear from you soon.

Part II

c. To indicate omission within a sentence, use three periods with spaces between; at the end of a sentence, four. Use spaced periods on a separate line to show omission of one or more paragraphs.

He called . . . and left . . . . He returned the next day.

d. To follow abbreviations unless by usage the period is omitted.

gal. NE. qt. N.Y. *but* HEW USDA

NOTE: In abbreviations made up of single letters, no space is allowed between the period and the following letter, except that one space is allowed after the periods following the initials in a proper name.

11. QUESTION MARK

Use the question mark:

a. To indicate a direct query, even if not in the form of a question.

Did he do it?
He did what?

Can the money be raised? is the question.
Who asked, "Why?" (Note single question mark.)

b. To express more than one query in the same sentence.

Can he do it? or you? or anyone?

c. To express doubt.

He said the boy was 8(?) feet tall.

12. QUOTATION MARKS

a. Use quotation marks:

(1) To enclose a direct quotation. Single quotation marks are used to enclose a quotation within a quotation.

The answer is "No."
"Your order has been received," they wrote.
He said, "John said 'No.' "

"John," said Henry, "why do you go?"
"The equipment will be forwarded promptly."

(2) To enclose any matter following the terms *entitled, the word, the term, marked, endorsed,* or *signed.* Do not use them to enclose expressions following the terms *known as, called, so-called,* etc., unless such expressions are misnomers or slang.

Congress passed the act entitled "An act . . . ."
It was signed "John."

After the word "treaty," insert a comma.
The so-called investigating body.

(3) To enclose misnomers, slang expressions, nicknames, or ordinary words used in an arbitrary way.

b. Limit quotation marks:

Limit quotation marks, if possible, to three sets (double, single, double).

"The question is, in effect, 'Can a person who obtains his certificate of naturalization by fraud be considered a "bona fide" citizen of the United States?' "

c. Place punctuation inside or outside quotation marks, as follows:

Always type the comma and the final period inside the quotation marks. Other punctuation marks are placed inside only if they are a part of the quoted matter.

"The President," he said, "will veto the bill."
The trainman shouted, "All aboard!"
Is this what we call a "Correspondex"?

"Have you an application form?"
Who asked, "Why?"
Why call it a "gentlemen's agreement"?

13. SEMICOLON

Use the semicolon:

a. To separate independent clauses not joined by a conjunction, or joined by a conjunctive adverb such as *hence, therefore, however, moreover*, etc.

The report is not ready today; it may be completed by Friday.
The allotment has been transferred to the Production Division; hence, construction of the partitions must be delayed.

b. To separate two or more phrases or clauses with internal punctuation.

Robert M. Roman, chairman of the union, will travel in most of southern Europe; in all of the Near East; and, in case there is time, along the northern, western, and southern coasts of Africa.
If you want your writing to be worthwhile, give it unity; if you want it to be easy to read, give it coherence; and, if you want it to be interesting, give it emphasis.

c. To separate statements that are too closely related in meaning to be written as separate sentences.

No; we receive one-third. War is destructive; peace, constructive.

d. To precede words or abbreviations which introduce a summary or explanation of what has gone before in the sentence.

A writer should adopt a definite arrangement of material; for example, arrangement by time sequence, by order of importance, or by subject classification.
The industry is related to groups that produce finished goods; i.e., electrical machinery and transportation equipment.

CHAPTER 5

ABBREVIATIONS

(U.S. Government Correspondence Manual)

1. GENERAL

Established abbreviations are acceptable in all but the most formal writing. For reading ease use only well-known abbreviations. If it is desirable to use an abbreviation that may not be familiar to the reader, the abbreviation is followed in parentheses by the spelled-out word or phrase. After this first definition of its meaning, the abbreviation may be used without further explanation.

This chapter lists abbreviations for names of States, for civil and military titles, and for a few other selected groups of words. More complete lists are given in the *Government Printing Office Style Manual.*

2. CAPITALS, HYPHENS, PERIODS, AND SPACING

a. In general, when abbreviating a word or words, capitalize and hyphenate the abbreviation as in the original word or words. Use a period after each element of the abbreviation, unless through usage the period is omitted. Allow no spaces after periods except when they follow the initials in names of persons.

c.o.d. H.R. 116 A.B. St. a.m. ft.-lb. J. M. Jones

b. Omit periods and spaces after initials used as shortened names of Government agencies and other organized bodies, if not contrary to usage.

AEC HEW TVA DOD ARC AFL–CIO USAF

3. GEOGRAPHIC TERMS

a. You may abbreviate *United States* when preceding *Government* or the name of a Government organization, except in formal writing. Spell out *United States* when it is used as a noun or when it is used as an adjective in association with names of other countries.

U.S. Government
U.S. Congress
U.S. Department of Agriculture
U.S. monitor *Nantucket*

U.S.S. *Brooklyn* (note abbreviation for ship)
but The climate of the United States
British, French, and United States Governments

b. With the exceptions noted in paragraph a, preceding, the abbreviation U.S. is used in the adjective position, but is spelled out when used as a noun.

U.S. foreign policy
U.S. economy
U.S. attorney
U.S. attitude

but foreign policy of the United States
the economy of the United States
United States Code (official title)
United States Steel Corp. (legal title)

c. In other than formal writing, you may abbreviate Canal Zone, Puerto Rico, Virgin Islands, and the names of States of the United States (except Alaska, Guam, Hawaii, Idaho, Iowa, Maine, Ohio, and Utah). Do not abbreviate the name of other insular possessions.

Ala.	Del.	Mass.	N. Dak.	Oreg.	Va.
Ariz.	Fla.	Md.	Nebr.	Pa.	V.I.
Ark.	Ga.	Mich.	Nev.	P.R.	Vt.
Calif.	Ill.	Minn.	N.H.	R.I.	Wash.
Colo.	Ind.	Miss.	N.J.	S.C.	Wis.
Conn.	Kans.	Mo.	N. Mex.	S. Dak.	W. Va.
C.Z.	Ky.	Mont.	N.Y.	Tenn.	Wyo.
D.C.	La.	N.C.	Okla.	Tex.	

Part II

4. ADDRESSES

Words in an address are usually spelled out. Where brevity is required, these abbreviations following a name or a number may be used:

St.—Street	Sq.—Square	Dr.—Drive	NW.—Northwest
Ave.—Avenue	Blvd.—Boulevard	Ct.—Court	SW.—Southwest
Pl.—Place	Ter.—Terrace	Bldg.—Building	NE.—Northeast
			SE.—Southeast

Do not abbreviate *county*, *fort*, *mount*, *point*, and *port*.

5. NAMES AND TITLES

a. Use abbreviations in firm names as they are shown on the firm's letterhead.

J. Dillard & Sons, Inc.

b. Where brevity in company names is required, the following abbreviations may be used:

Bro.—Brother	Co.—Company	Inc.—Incorporated	&—and
Bros.—Brothers	Corp.—Corporation	Ltd.—Limited	

c. Do not abbreviate *Company* and *Corporation* in names of Federal Government units.

Metals Reserve Company — Commodity Credit Corporation

d. In other than formal usage, you may abbreviate a civil or a military title preceding a name if followed by a given name or initial; but abbreviate *Mr.*, *Mrs.*, *M.*, *MM.*, *Messrs.*, *Mlle.*, *Mme.*, and *Dr.*, with or without a given name or initial.

Adj.—Adjutant	Gov.—Governor	Prof.—Professor
Adm.—Admiral	Lt.—Lieutenant	Pvt.—Private
Asst. Surg.—Assistant Surgeon	Lt. Cdr.—Lieutenant Commander	R. Adm.—Rear Admiral
Brig. Gen.—Brigadier General	Lt. Col.—Lieutenant Colonel	2d Lt.—Second Lieutenant
Capt.—Captain	Lt. Gen.—Lieutenant General	Sfc.—Sergeant, first class
Cdr.—Commander	Lt. Gov.—Lieutenant Governor	Sgt.—Sergeant
Col.—Colonel	Lt. (jg)—Lieutenant, junior grade	S. Sgt.—Staff Sergeant
Cpl.—Corporal	Maj.—Major	Supt.—Superintendent
CWO—Chief Warrant Officer	Maj. Gen.—Major General	Surg.—Surgeon
1st Lt.—First Lieutenant	M. Sgt.—Master Sergeant	T. Sgt.—Technical Sergeant
1st Sgt.—First Sergeant	Pfc.—Private, first class	V. Adm.—Vice Admiral
Gen.—General	PO—Petty Officer	WO—Warrant Officer

e. Use the following abbreviations after a name:

Jr., Sr. — Degrees: M.A., Ph. D., LL.D.
2d, 3d, II, III (not preceded by a comma) — Fellowships, orders, etc.: F.R.S., K.C.B.

f. *Sr.* and *Jr.* should not be used without given name or initials, but may be used in combination with any title.

A. B. Jones, Jr.; *not* Jones, Jr., *or* Mr. Jones, Jr. — President J. B. Jones, Sr.

g. Do not use titles, such as *Mr.*, *Mrs.*, and *Dr.* in combination with another title or with abbreviations indicating academic degrees.

John Jones, A.B., Ph. D.; *not* Mr. John Jones, A.B., Ph. D.
Dick Roe, M.D.; *not* Dr. Dick Roe, M.D., *or* Mr. Dick Roe, M.D.

h. When the name is followed by abbreviations designating religious and fraternal orders and academic and honorary degrees, arrange the abbreviations in this sequence: Orders, religious first; theological degrees; academic degrees earned in course; and honorary degrees in order of bestowal.

John J. Jones, D.D., M.A., D. Lit. — Richard R. Row, C.S.C., Ph. D., LL.D.

6. PARTS OF PUBLICATIONS

Abbreviations may be used to designate parts of publications mentioned in parentheses, brackets, footnotes, lists of references, and tables, and followed by figures, letters, or Roman numerals.

app., apps.—appendix, appendixes
art., arts.—article, articles
bull., bulls.—bulletin, bulletins
cl., cls.—clause, clauses
ch., chs.—chapter, chapters
col., cols.—column, columns
fig., figs.—figure, figures
no., nos.—number, numbers
p.—page, pages
par., pars.—paragraph, paragraphs
pl., pls.—plate, plates
pt., pts.—part, parts
sec., secs.—section, sections
subch., subchs.—subchapter, subchapters
subpar., subpars.—subparagraph, subparagraphs
subsec., subsecs.—subsection, subsections
supp., supps.—supplement, supplements
vol., vols.—volume, volumes

7. TERMS RELATING TO CONGRESS

You may use the following abbreviations for the words *Congress* and *session* when these words are used in parentheses, brackets, footnotes, sidenotes, lists of references, and tables.

32d Cong., 1st sess. 1st sess., 82d Cong. Public Law 64, 74th Cong.

8. CALENDAR DIVISIONS

a. When brevity is required, you may abbreviate the names of months, except May, June, and July, when used with day, or year, or both.

Jan. Feb. Mar. Apr. Aug. Sept. Oct. Nov. Dec.

b. The names of days of the week are preferably not abbreviated. If they are, use the following forms.

Sun. Mon. Tues. Wed. Thurs. Fri. Sat.

CHAPTER 6

NUMERALS

(U.S. Government Correspondence Manual)

1. GENERAL

Whether to express a number in figures or to spell it out is often a troublesome choice. This chapter covers most of the principles needed to make a choice. It first treats numbers that are spelled out. Then it deals with numbers that are expressed in figures, confining the rules to small numbers, usually those under a thousand. The third part covers large numbers, some of which may be written in text by combining figures and words. Further instructions as to the accepted method of writing numerals are found in the *Government Printing Office Style Manual.*

The following suggestions offer overall guidance in choosing the best method of expressing a number:

a. Spell out numbers at the beginning of a sentence. Numbers under 10 are to be spelled out, except when expressing time, money, and measurement.

b. Prefer Arabic numerals to Roman numerals.

c. Except in legal documents, avoid repeating in numerals a number which has been spelled out.

2. NUMBERS SPELLED OUT

a. Single numbers of less than 10 within a sentence.

six horses
three times as large
five recommendations
seven machine guns

b. Numbers of less than 100 preceding a compound modifier containing a figure.

two ¾-inch boards
twelve 6-inch guns
but 120 8-inch boards

c. Round numbers and indefinite expressions.

a hundred cows, dollars, men
the early seventies
in the eighties
midsixties
a thousand and one reasons
less than a million dollars
but 100-odd pupils, 250-fold
but the 1870's, *not* the '70's *or* 70's
but mid-1961

d. Numbers used with serious and dignified subjects and in formal writing.

the Thirteen Original States
millions for defense but not one cent for tribute
in the year nineteen hundred and sixty-five

e. Large numbers denoting amounts which are formally spelled out, as in legal work, are expressed as follows:

one thousand six hundred and twenty
eight thousand and ninety-two
fifty-two thousand one hundred and ninety-five
nine hundred and seventy-three thousand
eight hundred and eighty-two

f. Fractions standing alone, or followed by *of a* or *of an.*

one-half inch
one-half of a farm, *not* ½ of a farm
but ½ to 1¾ pages
three-fourths of an inch,
not ¾ inch or ¾ of an inch

g. Ordinal numbers less than 10th. (See also paragraph 3e following.)

First Congress
ninth century
eighth parallel
Second Street
Ninth Avenue

Part II

3. NUMBERS EXPRESSED IN FIGURES

a. Single numbers of 10 or more within a sentence.

50 ballots, guns, horses nearly 10 miles about 40 men

b. Serial numbers. (Commas are not used in serial numbers.)

Bulletin 725 pages 352–357 ME 5–9020 1900 19th Street 290 U.S. 325

c. Quantities, measures, and time.

(1) Ages.

6 years old 52 years 10 months 6 days a 3-year-old boy

(2) Dates.

June 1959; June 20, 1959
not June, 1959, *or* June 20th, 1959
March 6 to April 15, 1959
not March 6, 1959, to April 15, 1959

15 April 1960 (military)
4th of July, *but* Fourth of July, meaning the holiday
the 1st [day] of the month, *but* the last of April or the first of May, not referring to specific days

(3) Decimals. Place a zero before a decimal where there is no unit, except in market quotations. (See paragraph (5) following.) Omit decimal point and zeros after a number unless the zero is needed to indicate exact measurement.

0.25 inch 1.25 gage height 10.0 approximately 10 feet

(4) Degrees.

longitude 77°08′06″ E. (spaces omitted)
latitude 49°26′14″ N.

104° temperature *but* two degrees of justice
an angle of 57°

(5) Market quotations.

4½-percent bonds
Metropolitan Railroad, 109

Treasury bonds sell at 95
sugar, .03; *not* 0.03

(6) Mathematical expressions.

multiplied by 3 divided by 6

(7) Measurements.

7 meters, yards, miles, acres, bushels, ems, *but* tenpenny nail, fourfold, three-ply
8 by 12 inches 2 feet by 1 foot 8 inches by 1 foot 8 inches
20/20 vision 2,500 horsepower 6-pounder

(8) Money. (See also paragraphs 2d, preceding, and 4, following.)

$0.75 *or* 75 cents
0.5 cent $3.65

$3 (*not* $3.00) per 200 pounds
but $3.00 to $3.65

(9) Percentages.

23 percent 25.5 percent
5 percentage points

0.5 percent *or* one-half of 1 percent
50–50 (colloquial expression)

(10) Proportion.

1 to 4 1:62,500 1–3–5

(11) Time.

6 hours 8 minutes 20 seconds
10 years 3 months 29 days
but four centuries, three decades
10 o'clock or 10 p.m.
not 10 o'clock p.m. *or* 10:00 p.m.

half past 4 *or* 4:30 a.m.
12 m. (noon) *and* 12 p.m. (midnight)
1300 (military time) *not* 1300 hours

(12) Unit modifiers.

5-day week 8-year-old wine 8-hour day 10-foot pole
but a two-story house a five-man board $20 million airfield

d. Ordinal numbers of 10th or more. (See also paragraph 2g, preceding.)

20th century 82d Congress 20th Congressional District
17th region 171st Street 200th Place
the ninth and 10th times He represented the first, fourth, and 12th wards.

e. Designation of military units. Always express the designation of military units in figures, except *Corps*, which is designated by Roman numerals.

2d Infantry Division	323d Fighter Wing	5th Fleet
7th Air Force	9th Naval District	XII Corps

4. LARGE NUMBERS

Large numbers are usually expressed in figures; however, numbers from a million up which end in four or more zeros may be expressed in text by combining figures and words. In the examples which follow, preference is based on the ease with which the number can be grasped in reading.

Amount expressed in figures	*Preferable in text*	*Acceptable in text*
299,789,665	299,789,665	
$1,200,390,180	$1,200,390,180	
$12,000,000*	$12 million	12 million dollars
$1,000,000,000*	$1 billion	1 billion dollars *or* one billion dollars
3,250,000*	3.25 million	3¼ million *or* three and one-fourth million *or* three and one-quarter million
750,000,000*	750 million	¾ billion *or* three-fourths of a billion *or* three-quarters of a billion
9,000,000 to 1,000,000,000*	9 million to 1 billion	nine million to one billion

*Correct for tabular work, and for text when used with other numbers ordinarily written in figures, as "$12,000,000 and $9,250,600."

CHAPTER 7

WORD DIVISION

(U.S. Government Correspondence Manual)

1. GENERAL

When words must be divided, they are separated between syllables. One-syllable words are never divided. Proper division into syllables is given in the *Government Printing Office Style Manual* supplement on word division, and in Webster's dictionary.

2. DIVIDE WORDS

a. After a vowel, if the vowel itself is a separate syllable within a word.

physi-cal *not* phys-ical
sepa-rate *not* sep-arate
particu-lar *not* partic-ular
criti-cism *not* crit-icism

b. Between the members of solid compounds.

rail-road proof-reader

c. At the hyphen in hyphened compounds.

court-martial above-mentioned

d. Between adjoining vowels in separate syllables.

estu-ary gene-alogy cre-ation

e. After prefixes of three or more letters.

ante-date tri-color inter-leaving trans-portation

f. Before suffixes of three or more letters.

port-able writ-ing

g. After the second consonant of double consonants ending a root word, when followed by a suffix.

tell-ing express-ing

h. Between double consonants that are doubled because a suffix is added.

remit-ted thin-ning

i. After the consonant at the end of a syllable with a short vowel and before the consonant at the end of a syllable with a long vowel, if no vowel is a separate syllable or if vowels do not adjoin.

progress (verb) pro-gress
progress (noun) prog-ress
project (verb) pro-ject
project (noun) proj-ect
stenographer (noun) steno-grapher
stenographic (adjective) steno-graphic

Part II

3. DO NOT DIVIDE WORDS

a. At the ends of more than two consecutive lines.

b. At the end of a line when the part begun there does not suggest the whole word.

counter-offensive *not* coun-teroffensive

c. Of five or fewer letters, even though containing more than one syllable.

avoid begin into also every area

d. Between a one- or a two-letter terminal syllable and the rest of a word.

ammonia proceeded period

e. Between a one- or two-letter initial syllable and the rest of the word.

identity around behavior

f. At the end of a page or of a paragraph.

4. DO NOT SEPARATE CLOSELY RELATED WORD UNITS

a. Avoid separating words in close association, such as the elements of dates and of proper names, groups of initials and surnames, and abbreviated titles (*Dr.*, *Mrs.*, etc.) and names.

(1) When it is necessary to divide a date, the year may be carried over to the next line.

(2) When it is necessary to divide a proper name, the surname may be carried over to the next line.

b. Do not separate figures, letters, or symbols from their accompanying words when used as a group.

Chapter III Article 14 1234 Fifth Street NW. $125.35

Effective Revenue Writing

1

Agreement and Reference

U.S. TREASURY DEPARTMENT
Internal Revenue Service

Training No. 180 (Rev. 5-61)

TEXT 3

Agreement and Reference

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TEXT 3

Agreement and Reference

15 *Introduction*

Agreement is the logical relationship between parts of speech in a sentence. There can be no good, clear sentences without agreement. Grammar starts here. For the parts of the sentence must be in harmony with one another (must *agree*) if they are to express a clear thought. In the first text we talked a little of the parts that make up a sentence. Now we will take a closer look at the way some of these parts fit together.

Agreement of subject and verb is the "heart" of the good sentence. For, stripped to its bare essentials, a sentence is simply a union of a *thing* (the subject) and an *action* (the verb). These two must agree; in fact, their agreement is the sentence.

Other parts of the sentence, of course, must also be in agreement. Perhaps next in importance to the agreement of subject and verb is the agreement of a pronoun with its antecedent. It is these two areas that we will discuss in this text, since there is a relationship between the principles governing each.

15a Agreement of subject and verb

The verb must agree with the subject in number and in person. If the subject is singular, the verb form must also be singular; if the subject is in the third person—*it, he*—the verb must also be in the third person.

The chief problem for the writer is identifying the true subject of the sentence and determining whether it is singular or plural.

15b Agreement of pronoun and antecedent

The pronoun must agree with its antecedent (the word to which it refers—sometimes called its "referent") in number, in person, and

in gender. Of the three, gender causes the writer the least difficulty.

The chief problem for the writer is identifying the antecedent and determining its number, person, and gender.

15c Agreement of both verb and pronoun with subject-antecedent

Often the subject of the verb is also the antecedent of the pronoun. One might think that this would greatly simplify things for the writer. And to some extent it does; for once he has determined that the subject-antecedent is singular, he knows where he stands—both verb and pronoun must likewise be singular. But here a word of caution: be consistent; don't confuse your reader by shifting from a singular verb (which properly agrees with its singular subject) to a plural pronoun later in the sentence.

16 *Subject Problems*

The first step in making the parts of a sentence agree is to identify the subject. No writer would have difficulty in identifying the *routine* subject of a sentence and in determining its number, person, and gender. In this section, therefore, we will discuss only those subjects that may present special problems.

16a Collective words

A collective names a group of people or things. Although usually singular in form, it is treated as either singular or plural according to the sense of the sentence:

Singular when members of the group act, or are considered, as a *unit:*

> The Survey Committee *is visiting* the X District this week. The National Office Evaluation Team *has* five trips scheduled for this quarter.

Plural when the members act, or are considered, *individually:*

> The jury *are* unable to agree on a verdict.
>
> The National Office Evaluation Team *pool* the data *they* gather and *prepare their* report.

Common collectives

assembly, association, audience, board, cabinet, class, commission, committee, company, corporation, council, counsel, couple, crowd, department, family, firm, group, jury, majority, minority, number, pair, press, public, staff, United States.

Company names as collectives

Company names also qualify as collectives and may be either singular or plural. Usually those ending with a singular sound are considered singular; those with a plural sound, plural.

Flowers, Inc., *mails its* advertisements in envelopes with floral decorations.
Jones Brothers *have sent their* representative to the conference.

A name ending in *Company* or *Corporation*, though usually considered singular, may—if the sense of the sentence requires—be used as a plural.

The X Company *is* not on the list of tax-exempt organizations.
The ABC Corporation *report* on the activities of *their* subsidiaries tomorrow morning.

(1) Short collectives

The following short words—though seldom listed as collectives—are governed by the rule for collectives. They are singular or plural according to the intended meaning of the sentence.

all, any, more, most, none, some, who, which

When a prepositional phrase follows the word, the number of the noun in the phrase controls the number of the verb. When no such phrase follows, the writer signals his intended meaning by his choice of the singular or the plural verb.

Some of the *work has been done.*
Some of the *returns have been filed.*

Most of the *correspondence is* routine.
Most of the *letters are* acceptable.

Is there *any* left? (any portion—any paper, any ink)
Are there *any* left? (any individual items—any forms, any copies)

Which is to be posted? (which one?)
Which are to be posted? (which ones?)

Either: None of the items *is* deductible.
Or: None of the items *are* deductible.

NOTE: May writers treat *none* as singular in every instance, since it is a compound of *no one*. This usage is correct. It is equally correct, however, to treat *none* as plural (meaning *not any*) when it is followed by a prepositional phrase which has a plural object. Writers who want to emphasize the singular meaning often substitute *not one* for *none:*

Not one of the applicants *is* eligible.

(2) Special collectives

Certain words—called "abstract collectives" by some grammarians—are also treated as collectives, even though they do not name a group of persons or things.

Their singular form is used when they refer to (1) qualities, emotions, or feelings common to a group of persons or things; or to (2) action common to such a group. Their plural form is used when this common or general idea is not present.

Use the singular under such circumstances as these:

attention Supervisors have their *attention* called to the value of management training. (not *attentions*)

consent Several gave their *consent* to the proposal.

failure The taxpayers' *failure* to file amended returns delayed the processing of their claims for refund.

interest Their *interest* was not so much in long-range self-development as in immediate advancement.

leaving If the employees have legitimate reasons, the supervisor should not question their *leaving* the work area.

sense Our interpretation is based on the *sense* of the amendment.

work Attending the meeting will not interfere with their *work*.

Use either the singular or the plural:

opinion The taxpayer and his counsel expressed their *opinion* (or *opinions*) on the matter.

time The only *time* these restrictions are in order is when the taxpayer . . . . *OR*
The only *times* these restrictions are in order are when the taxpayer . . . .

use What *use* (or *uses*) can be made of the revised form?

16b Units of measure

When a number is used with a plural noun to indicate a unit of

measurement (money, time, fractions, portions, distance, weight, quantity, etc.), a singular verb is used. When the term is thought of as individual parts, a plural verb is used.

Twenty dollars is the amount of tax due.
Twenty dollars are in this stack.

Ten years seems like a long time.
Ten years have gone by since I last saw him.

Twenty-one pages is our quota for each day.
Twenty-one pages are needed to finish the job.

When fractions and expressions such as *the rest of, the remainder of, a part of, percent of,* etc., are followed by a prepositional phrase, the noun or pronoun in that phrase governs the number of the verb.

Four-fifths of the job *was* finished on time.
Four-fifths of the letters *were* finished on time.

The *rest* (or *remainder*) of the report *is* due Friday.
The *rest* (or *remainder*) of the letters *were* mailed today.

What *percent* of the information *is* available?
What *percent* of the items *were* lost?

16c Confusing singular and plural forms

It is sometimes hard for us to tell by its form whether a word is singular or plural. Some words that end in *-s* may be singular, and some seemingly singular words may be plural.

These words are singular, though they are plural in form.

apparatus, news, summons, whereabouts

The *news is* disturbing.
His *whereabouts has* not yet been determined.

These words are plural, though they are singular (or collective) in meaning.

assets, earnings, means (income), *odds, premises, proceeds, quarters, savings, wages, winnings*

His *assets are* listed on the attached statement.
Earnings are up this quarter.
The *odds are* against our settling this case swiftly.
The *proceeds are* earmarked for the revolving fund.

These words may be either singular or plural, depending on their meaning, even though they are plural in form.

ethics, goods, gross, headquarters, mechanics, politics, series, species, statistics, tactics

Ethics is a subject on which he is well qualified to speak.
His business *ethics are* above question.

Statistics is the only course I failed in school.
The *statistics prove* that I am right.

A *gross* of pencils *is* not enough.
A *gross* of pencils *are* being sent.

A *series* of errors *has* marked our attempt.
A *series* of lucky breaks *are* about all that will save us now.

These nouns are plural, though they may appear to be singular because they have foreign or unusual plural forms.

The *analyses have* been completed.
(*Analyses* is the plural of *analysis.*)
What *are* your *bases* for these conclusions?
(*Bases* is the plural of *basis.*)
Some interesting *phenomena are* disclosed in this report.
(*Phenomena* is the plural of *phenomenon.*)
His conclusion seems sound, but his *criteria are* not valid.
(*Criteria* is the plural of *criterion.*)

NOTE: *Data* and *memoranda* require special mention. *Data* is the plural of *datum;* we must treat it as a plural when it refers to individual facts. But when *data* refers to a mass of facts as a unit, it more closely resembles a collective noun and may therefore be treated as a singular form.

The *data* from our last study *are* being analyzed.
This *data is* of the highest importance to our cause.

Memoranda is the Latin plural of *memorandum;* the English plural is *memorandums.* Either form is correct, though *memorandums* seems to be the more popular.

Either: These *memoranda* have been signed.
or: These *memorandums* have been signed.

16d Indefinite pronouns

These indefinite pronouns are singular. When they are used as subjects, they require singular verbs; when used as antecedents, they require singular pronouns.

anybody, anyone, any one (any one of a group),
anything, each, either, every, everybody, everyone,
every one (every one of a group), ***everything, neither,***

nobody, no one, nothing, one, somebody, someone,
some one (some one of a group), ***something***

Anyone is welcome, as long as *he* (not *they*) behaves himself.
**Any one* of the men *is* capable of doing it.
Each of us *is* obliged to sign *his* own name.
Either of the alternatives *is* suitable.
Everyone must buy *his* book for the course.
**Every one* of the employees *wishes* to sign the card.
Everything seems to be going smoothly now.
Neither of the plans *is* workable.
No one believes that our plan will work.
Someone has to finish this report.
**Some one* of you *has* to be responsible for it.

*Written as two words when followed by a phrase.

Even when two indefinite pronouns are joined by *and*, they remain singular in meaning.

Anyone and *everyone is* invited.
Nothing and *no one escapes* her attention.

When *each* or *every* is used to modify a compound subject (subjects joined by *and*), the subject is considered singular.

Every regional commissioner and *district director has sent* in *his* report.

When *each* is inserted (as a parenthetic or explanatory element) between a plural or a compound subject and its plural verb, neither the plural form of the verb nor the plural form of the pronoun is affected.

Region A, Region B, and Region C *each expect* to increase *their* personnel ceilings.
The Directors *each want* the requirements changed.
The taxpayers *each have requested* permission to change *their* method of accounting.

Many a (unlike *many*) is singular in meaning and takes a singular verb and pronoun.

Many a new employee feels insecure during *his* first few weeks on the job.

But: *Many employees feel* insecure during *their* first few weeks on the job.

More than one, though its meaning is plural, is used in the singular.

More than one vacation plan *was* changed because of the new requirement.
More than one detail *is* needed to handle the additional workload.

These words are plural.

both, few, many, several, others

Both of us *have received* new assignments.
Few will be able to finish their work on time.
Many plan to work all weekend.
Several of the divisions *have submitted* their reports.
But *others have* not yet *finished theirs.*

16e Relative pronouns

The verb in a relative clause must agree in number and in person with the relative pronoun (*who, which, that*) serving as the subject of the clause. The relative pronoun, in turn, must agree with its antecedent. Therefore, before we can make the verb agree with the relative pronoun, we must find the antecedent and determine its person and number.

Have you talked with the man *who was* waiting to see you?
(*Man* is the antecedent of the relative pronoun *who,* and the verb *was* must agree with this antecedent in person and number.)

Where are the books *that were* left on the table?
(The verb in the relative clause—*were*—must agree with the relative pronoun—*that*—which must agree with its antecedent—*books.*)

We *who have* met him do not doubt his ability.
(The relative pronoun is *who;* the verb in the relative clause is *have;* the antecedent of the relative pronoun is *we.*)

In sentences that contain the phrases *one of the* or *one of those,* the antecedent of the relative pronoun is not *one,* but the plural words that follow.

One of the letters *that were* on my desk has disappeared.
(*One has disappeared,* or *One of the letters has disappeared,* is the main thought of the sentence. *That were on my desk* is a clause modifying *letters,* not *one;* thus the relative pronoun *that* must agree with *letters,* its antecedent, making the verb in the relative clause, *were,* plural.)

Here is one of those men *who are* applying for the position.
(The antecedent of the relative pronoun *who* is the plural noun *men,* not the singular *one.*)

One of the men *who are* attending the meeting is wanted on the telephone.
(The antecedent of the relative pronoun *who* is the plural noun *men,* not the singular *one.*)

NOTE: An easy way to find the antecedent of the relative pronoun in this type of sentence, is to shift the sentence elements thus:

Of the letters *that were* on my desk, one has disappeared.
(It now becomes obvious that the antecedent of the relative pronoun *that* is *letters*.)

Of those men *who are* applying for the position, here is one.

Of the men *who are* attending the meeting, one is wanted on the telephone.

But when the word *only* precedes *one* in this type of sentence, the singular pronoun *one* is considered to be the antecedent of the relative pronoun.

He is *one* of the applicants *who are* eligible.

He is the *only one* of the applicants *who is* eligible.
(Notice the difference in number of the relative pronoun *who*—and its verb—in these two sentences.)

Robbins is the *only one* of the employees *who is* receiving an award.

This is the *only one* of the letters *that has* not yet been answered.

(2) *Who*, *that*, or *which* may be used to refer to a collective noun. When the members of the group act, or are considered, as a unit, either *that* or *which* should be used—*that* is usually preferred if the group comprises persons rather than things. *Who* is used when the persons comprising a group act, or are considered, individually.

He reports that there *is* a *group* of citizens *that* is critical of the city's long-range plan.
(Acting as a unit—*that* is used because the group is composed of persons, not things.)

We have heard from an *association* of homeowners *who feel* strongly opposed to the present zoning regulations.
(Considered individually—*who* signals this point.)

16f Subjects joined by *and*

When two or more subjects are joined by *and*, whether the subjects are singular or plural, they form a compound subject, which is considered plural.

The *date and the time* of the meeting *have* not been decided.
The *director and his assistants are* holding *their* weekly staff meeting.
The *letters, reports, and other papers are* on the table where you left *them*.
He and I will deliver *our* report in person.

Phrases or clauses serving as subjects follow the same rule: when two or more phrases or clauses serving as the subject of a sentence are joined by *and*, the resulting compound subject is considered plural.

Rising early in the morning and *taking a walk before breakfast make* a person feel invigorated all day.

That your work is usually done satisfactorily and *that you are usually prompt are* the factors I considered in excusing your recent conduct.

Exception: When the subjects joined by *and* refer to the same person or object or represent a single idea, the whole subject is considered singular.

Ham and eggs is the traditional American breakfast.
The *growth and development* of our country *is* described in this book.

We indicate to the reader, *by using the article or personal pronoun* before each member of the compound subject, whether we see the subject as a single idea or as different ideas.

My teacher and friend helps me with my problems.
(one person)
My teacher and *my friend help* me with my problems.
(two people)

The secretary and treasurer of the committee *has* arrived.
The secretary and *the treasurer* of the committee *have* arrived.

16g Subjects joined by *or* or *nor*

When singular subjects are joined by *or* or *nor*, the subject is considered singular.

Neither the *director nor* the *assistant director knows* that *he* is scheduled to attend the meeting.
One or the *other* of us has to go.
Neither *love nor money is* sufficient to buy such devotion.
Neither *heat nor cold nor sun nor wind affects* this material.

When one singular and one plural subject are joined by *or* or *nor*, the subject closer to the verb determines the number of the verb. Complications may arise, however, when the subject is also the antecedent of a pronoun. To avoid an awkward construction, rewrite the sentence.

I believe that this *office or* the central *files have* the material you requested.
I believe that the central *files or* this *office has* the material you requested.

But:

I don't think that the branch *chiefs or* the *director knows* that *he is* (*they are?*) scheduled to attend the meeting.
Neither the *stenographer nor* the *typists have* finished *their* (*her?*) assignment.

Rewritten:

I don't think that the branch *chiefs know* that *they are* scheduled to attend the meeting—or that the *director knows* that *he is*.
The *stenographer has* not finished *her* assignment, nor *have* the *typists* finished *theirs*.

NOTE: Because your reader may be distracted by your use of a singular verb with a subject containing a plural element, place the plural element nearer the verb whenever possible.

Ask him whether the *memorandum or* the *letters have* been signed.
Neither the *equipment nor* the *employees are* capable of maintaining that pace.

When the subjects joined by *or* or *nor* are of different persons, the subject nearer the verb determines its person. This construction, though grammatically correct, will almost always result in awkward sentences which the careful writer would prefer to rewrite.

I was told that *she or you were* to be responsible.
I was told that *you or she was* to be responsible.

Rewritten:

I was told that either *she was* to be responsible or *you were*.

Do you think either *I or you are* being considered?
Do you think either *you or I am* being considered?

Rewritten:

Do you think that *you are* being considered, or that *I am?*
Do you think that *either* of us *is* being considered?

16h Subjects joined by *and/or*

When both of the subjects joined by *and/or* are plural, the writer has no particular problem. The subject is considered plural, and all verbs and pronouns referring to it must be plural.

The attorneys *and/or* their clients *were* present at the hearing.

It is when both subjects are singular, or when one subject is singular and the other plural, that the problem arises. The number of the subject depends upon the interpretation we give the connective

If we consider *and/or* to have the force of *and*, the subject is plural.

The attorney *and/or* (*and*) his client *are* responsible for having the document signed.
These forms *and/or* (*and*) any explanatory statement *are* due by April 15.

If we consider *and/or* to have the force of *or* (the usual interpretation), the subject nearer the verb controls.

The attorney *and/or* (*or*) his client *is* required to be present in court when *his* case is called.
These forms *and/or* (*or*) any explanatory statement *is* due by April 15.
The taxpayer *and/or* (*or*) his representatives *are* required to file before the date set.

NOTE: Most grammarians discourage the use of *and/or* in letters not only because it is legalistic and overformal, but also because it is inexact. Our writing will be clearer if we substitute either *and* or *or* for *and/or*. Even if we need the whole of the idea expressed by *and/or*, we can say it more clearly: "the taxpayer or his attorney or both."

17 *Shifts in Number or Person*

Once you establish a word as either singular or plural, keep it the same throughout the sentence. Be sure that all verbs and all pronouns referring to that word agree with it in number.

Not: Because this *country* bases *its* economy on voluntary compliance with *its* tax laws, we must all pay our share if *they are* to carry out the necessary functions of government.
(The first two pronouns refer to *country* as a singular noun; later the reference changes to plural. Use either *it* or *they* throughout the sentence.)

But: Because this *country* bases *its* economy on voluntary compliance with *its* tax laws, we must all pay our share if *it is* to carry out the necessary functions of government.

Not: A *person needs* someone to turn to when *they are* in trouble.
(*Person* is singular; therefore, the use of the plural pronoun *they* is an incorrect shift.)

But: A *person needs* someone to turn to when *he is* in trouble.

Not: When *one* has had a hard day at the office, it is important that *they* be able to relax in the evening.

(*One* is singular; either of the singular pronouns *one* or *he* should be used to refer to it.)

But: When *one* has had a hard day at the office, it is important that *one* (or *he*) be able to relax in the evening.

Be consistent. If you decide that a collective is singular, keep it singular throughout the sentence—use a singular verb to agree with it and a singular pronoun to refer to it. If you establish the collective as plural, see that both the verb and the pronoun are plural.

The committee *has* announced *its* decision.
(Singular—acting as a unit)

The committee *have* adjourned and gone to *their* homes.
(Plural—acting individually)

Our staff *is* always glad to offer *its* advice and assistance.
(Singular—acting as a unit)

Our staff *are* assigned as liaison *officers* to the several operating divisions.
(Plural—acting individually)

The number of claims processed this year *is* larger than that processed last year.
(Using "the" before "number" signals the reader that you consider the items as a unit.)

A number of claims *have* been processed this month.
(Using "a" before "number" signals that you are referring to the items individually.)

Most indefinite pronouns are singular and require singular verbs and pronouns.

Not: *Has anyone* turned in *their* report?
(The indefinite pronoun *anyone* takes both a singular verb and a singular pronoun.)

But: *Has anyone* turned in *his* report?

Do not supply a verb form from one part of the sentence to another unless the same form is grammatically correct in both parts.

Not: The *statistics were* checked and the report filed.
(The *statistics were* checked and the *report* (*were*) filed.)

But: The *statistics were* checked and the *report was* filed.

Avoid shifting the person of pronouns referring to the same antecedent.

Not: When *one* is happy, it often seems as if everyone around *you* is happy, too.
(*One* is third person; *you* is second person.)

But: When *one* is happy, it often seems as if everyone around *one* (or *him*) is happy, too.

Not: As the *ship* entered *her* berth, *its* huge gray shadow seemed to swallow us.

But: As the *ship* entered *its* berth, *its* huge gray shadow seemed to swallow us.
or: As the *ship* entered *her* berth, *her* huge gray shadow seemed to swallow us.

18 Structure Problems

Usually it's easy for us to identify the subject or antecedent and determine its number and person. But occasionally a puzzling sentence comes along. The subject is there, as clear as can be, but something in the structure of the sentence tries to make us believe that another word is the subject.

18a Verb precedes subject

When the verb precedes the subject in the sentence (either in a question or in a declarative sentence), locate the *true* subject and make the verb agree with it.

Are the *file cabinet and the bookcase* in this room?
(The *file cabinet and the bookcase are* . . . .)
Walking down the hall *are* the *men* we are waiting for.
Clearly visible on the desk *were* the *reports* he had asked us to file.
From these books *come some* of our best *ideas*.
To us *falls* the *task* of compiling the data.
Among those attending *were* two former *presidents* of the organization.

Where, here, and *there,* when introducing a sentence, do not influence the number or person of the verb. In such sentences, find the real subject and make the verb agree with it.

Where *are* the individual *sessions* to be held?
Where *is* the *case* filed?

Here *are* the *reports* for which we were waiting.
Here *is* the *report* for which we were waiting.

There *are* two *books* on the table.
There *is* a *book* on the table.

What, who, which, the interrogative pronouns, do not affect the number of the verb. Again, find the subject of the sentence and make the verb agree with it.

What *is* the *status* of the Adams case?
What *are* your *recommendations* on this problem?

Who *is* going to accompany you to the meeting?
Who, in this group, *are* members of your staff?

Which *is* the *report* that he means?
Which *are* the *standards* that we are to apply?

The expletive *it* or *there* introduces the verb and stands for the real subject, which comes later in the clause. The expletive *it* requires a singular verb, even when the real subject is plural. Following the expletive *there*, the verb is singular or plural according to the subject which follows it.

It *is solutions* we are looking for, not problems.
(Even though the real subject, *solutions*, is plural, the verb is singular to agree with the expletive.)

It is doubtful that he will start today.
(The clause *that he will start today* is the subject of the verb *is*.)

There *are* enclosed five copies of the pamphlet you requested.
There *is* attached a letter from District Director, Blankville, requesting additional copies of the book.
(See sec. 86a, Text 10.)

NOTE: Avoid confusing your reader by using the expletive *it* and the personal pronoun *it* in the same sentence.

Not: I haven't read the report yet; *it* has been hard for me to find time for *it*.
(The first *it* is the expletive; the second *it* is a personal pronoun referring to *report*.)

But: I haven't read the report yet; I haven't been able to find time for *it*.

18b Words intervene between subject and verb

The presence of explanatory or parenthetical phrases, or other modifiers, between the subject and verb does not change the number or person of the subject. Locate the real subject of the sentence and make the verb agree with it.

His sworn *statement*, together with copies of the testimony and statements from others connected with the case, *was* made a part of the file.
The *amount* shown, plus interest, *is* due within 30 days.
The *letter* with its several attachments *was* received this morning.
Our *letters*, like our speech, *are* indications of our knowledge of English.
The *supervisor*, instead of the agents who had been assigned the case, *is* scheduled to visit the office.
His *report*, including extensive notes on the furnishings of the office, *was* well received.
That *fact*, in addition to our already large file on the case, *completes* the information we requested.
No one but those present *knows* of this information.
The *report*, accompanied by statements of the people involved, *is* being studied.

18c Subject and predicate differ in number

After forms of the verb *to be* we often find a construction (called

the *predicate nominative*) that means the same thing as the subject. When the predicate nominative differs in number from the subject, the verb must agree with the element that precedes it (the subject).

Our main *problem is* writing complete reports and keeping them short enough for fast reading.

Writing complete reports and keeping them short enough for fast reading *are* our main problem.

As always, the *question was* sufficient funds.

As always, *sufficient funds were* the question.

The director said that an increasing *problem is* the required statistical reports.

The director said that the required statistical *reports are* an increasing problem.

19 Special Problems of Pronoun Reference

19a Ambiguous antecedents

Do not use forms of the same pronoun to refer to different antecedents.

Not: The supervisor told Mr. Johnson that *he* thought *his* work was improving.
(Does the supervisor think that his own work is improving, or that Mr. Johnson's work is improving?)

But: Mr. Johnson was told by his supervisor that his work was improving.

When it seems that the pronoun can logically refer to either of two antecedents, be sure that the reference is obvious.

Not: The director told Mr. Roberts that *he* would have to make *his* proposed trip to Boston in June.
(The pronouns *he* and *his* can refer to either *director* or *Mr. Roberts*. The meaning may be apparent when this sentence is placed in context, but rewriting will insure clarity.)

Could mean: Although Mr. Roberts had planned to travel to Boston in May, the director asked *him* to postpone the trip until June.

or: Since the director is planning a trip to Boston in June, he was obliged to decline Mr. Roberts' invitation to speak at the June conference.

Place the pronoun as close as possible to its antecedent, to avoid ambiguity or confusion.

Not: A young woman can readily find a job *that* is skilled in shorthand.
(Although the pronoun *that* refers to *woman*, its placement makes it appear to refer to *job*.)

But: A young *woman that* is skilled in shorthand can readily find a job.

Not: The letter is on the conference table *that* we received yesterday.
(If we assume that it was the letter that was received yesterday,

not the conference table, this sentence should read:
The *letter that* we received yesterday is on the conference table.)

19b Antecedent in subordinate construction

If the antecedent of the pronoun is in a subordinate construction, the reference is likely to be vague. Be especially cautious of antecedents in the possessive case or in prepositional phrases. There may be a more prominent word in the sentence to which the pronoun may seem to refer.

Not: The carbons of these letters were not initialled by the writers, so we are sending *them* back.

(What are we sending back? The carbons, the letters, or the writers?)

But: We are sending back the carbons of the letters because *they* were not initialled by the writers.

Not: When you have finished the last chapter of the book, please return *it* to the library.

(We can assume that the pronoun *it* refers to *book*. The more prominent noun "chapter" is the word to which *it* would grammatically refer, even though logically *it* refers to the noun in the subordinate construction.)

But: Please return the *book* to the library when you have finished *its* (the) last chapter.

19c Implied antecedents

As a general rule, the antecedent of a pronoun must appear in the sentence—not merely be implied. And the antecedent should be a specific word, not an idea expressed in a phrase or clause. *It*, *which*, *this*, and *that* are the pronouns that most often lead our meaning astray. Any of these pronouns may refer to an idea expressed in a preceding passage if the idea and the reference are *unmistakably clear*. But too often the idea that is unmistakably clear to the writer is nowhere to be found when the reader looks for it.

Not: Although the doctor operated at once, *it* was not a success and the patient died.

(The pronoun *it* refers to the idea of *operation*, which is implied but not expressed in the first part of the sentence.)

But: Although the doctor performed the *operation* at once, *it* was not a success and the patient died.

or: Although the doctor operated at once, the *operation* was not a success and the patient died.

Not: This matter has also been taken up with the General Accounting Office, Washington, D.C., a copy of *which* is attached.

(In this sentence the antecedent of *which* is barely implied. We assume that the writer is attaching a copy of his letter to GAO, not a copy of GAO itself, as his sentence says.)

But: This matter has also been taken up with the General Accounting Office, Washington, D.C. A copy of our letter to them is attached.

Not: Mr. Roberts has recently been promoted. *This* brings him greater responsibility and will probably mean longer hours for him.

(Although it is pretty obvious that *this* refers to Mr. Roberts' promotion, the word *promotion* does not appear in the sentence.)

But: Mr. Roberts has recently received a *promotion*. *This* brings him greater responsibility and will probably mean longer hours for him.

Not: Miss Jones computed her tax liability under the premise that she was entitled to use rates applicable to the head of the household, *which* is in error.

But: Miss Jones computed her tax liability under the premise that she was entitled to use rates applicable to the head of the household. *This premise* is in error.

19d Vague reference

The usage illustrated below—the impersonal use of *it*, *they*, and *you*—is not incorrect. But using these impersonal pronouns tends to produce vague, wordy sentences.

Not: In the Manual *it* says to make three copies.

(Who says?)

But: The Manual says to make three copies.

Not: In the letter *it* says he will be here on Thursday.

But: The letter says he will be here on Thursday.

or: He says, in his letter, that he will be here on Thursday.

Not: *They* say we are in for a cold, wet winter.

But: The almanac predicts a cold, wet winter.

Not: From this report *you* can easily recognize the cause of the accident.

But: From this report *one* can easily recognize the cause of the accident.

(The first example is correct if the writer is addressing his remarks to a specific person.)

or: The cause of the accident can be easily recognized from this report.

Effective Revenue Writing

1

Punctuation and Good Sentences

U.S. TREASURY DEPARTMENT
Internal Revenue Service

Training No. 185 (Rev. 5-61)

Punctuation and Good Sentences

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TEXT 8

Punctuation and Good Sentences

59 *Introduction*

59a The purpose of the text

Should There Be a Comma Here?

This may well be the question we most often ask as we work for correct writing. Punctuation probably gives us more trouble than any other area of writing—yet, correctly used, it can also give us more help in clearly expressing our ideas. We have no more useful tool than punctuation for showing our readers the relationship of the parts of our sentences, and thus of our thoughts.

Should There Be a Comma Here?

This text will attempt to answer this and other questions about punctuation, not so much with a simple "yes" or "no" as with a discussion of the nature of punctuation and its function as a part of our writing.

59b The importance of punctuation

Punctuation is a part of writing. An important part. It is not something separate and distinct—to be stuck on, like a flower in a buttonhole, after an idea is already fully clothed in words. True, some punctuation marks may be added after the writing is finished, as part of our final editing; but mostly they should flow from our pen along with our words, each to its appointed place in the sentence. For punctuation is indeed as much a part of our sentences as the words in them.

It is true that there is a trend these days toward using less punctuation. This trend doesn't prove that punctuation is becoming less important; instead, it shows that sentences are becoming

shorter and simpler, that there are not so many twists and turns in our modern sentences—turns that need to be marked for the bewildered reader. If you want to use less punctuation (if you want to "write modern"), go ahead. Just be sure yours are not the long, involved sentences that need lots of punctuation to keep the reader on the right road. Remember, the sentences that need little punctuation are the straightforward, simple ones.

Since punctuation is a part of writing, the only one who can effectively punctuate a piece of writing is the person who writes it. Only he knows the relationships he wants his punctuation to express. Neither the executive who leaves all punctuation to his secretary nor the stenographer who scatters commas through her shorthand notes understands the true role that punctuation plays in writing.

59c The approach of the text

This text approaches the understanding of punctuation by two routes: First, by discussing what to punctuate; and second, by listing the punctuation marks. Sections 61 through 65 discuss what sentence elements we need to punctuate and how we may effectively punctuate them. Section 66 lists the punctuation marks and their uses.

60 *Punctuation—Functional and Conventional*

Functional punctuation is essential to clear writing. Here, as in *conventional* punctuation—the set of rules controlled by custom—we find certain standards that are followed by considerate writers. But functional punctuation, because it is based on logic and because it directly adds to the meaning of the words it punctuates, does allow for variation within these standards. The freedom given us in this area, however, carries with it a measure of responsibility. Our readers expect and deserve consistency in punctuation.

Most of the punctuation in our sentences can be grouped by function into:

(1) Punctuation that *separates* one idea from another so that the reader may see them distinctly:

The report was accurate, but it was not well organized.

(2) Punctuation that *encloses* incidental or parenthetic expressions:

Our letter of July 6, *a copy of which is attached*, should answer your question.

(3) Punctuation that *emphasizes* certain sentence elements by setting them apart from the rest of the sentence. (These elements are often out of natural order, for increased emphasis.)

This course, *newly revised*, is now available.
(In natural order—*This newly revised course*—the element is emphasized less.)

The comma is the mark that most often performs these functions. And the comma, because of its wide use, is the mark most often misused. We may be able to avoid some errors in punctuation by applying this formula for the use of the comma (it is valid, too, for other marks): *Use one comma to separate; use two commas to enclose.*

61 *Separating Main Clauses*

Main clauses (also called principal or independent clauses) are those that may stand alone as sentences. When combined with other main clauses, they form compound sentences.

Within certain limitations, the choice of what punctuation to use to separate main clauses is up to us—the writers. We know best how closely related—or how widely separated—are the ideas expressed by the clauses we have written. And it is up to us to choose the punctuation that will come closest to conveying our meaning to the reader.

How do we decide what punctuation to use? By weighing these factors: Is there a conjunction between the clauses? If so, what kind of conjunction is it? How closely related are the clauses?

How important is the thought expressed by each clause? How much emphasis do we wish to give to each clause?

The punctuation marks that may be used to separate clauses are: the period, the colon, the dash, the semicolon, and the comma. The comma may be used, however, ONLY when the clauses have been linked by a connective. (A violation of this use of the comma is called the *comma splice* or the *run-on sentence*.)

61a To show close relationship between clauses

To show the closest possible relationship between clauses, and to give the least amount of emphasis to the individual clauses, use the coordinate conjunctions *and*, *or*, or *for* with the comma.

The case has been closed, and the report on it was filed yesterday.

If the clauses are short enough and the relationship is clear enough, we do not need any punctuation mark.

The case is closed and the report has been filed.

NOTE: Even when the relationship is close, we usually use a comma before the coordinate conjunction *for* to avoid confusing it with the preposition *for*.

He has not yet filed his report, for the investigation has not been completed.

and before the coordinate conjunctions *but*, *yet*, and *nor* to heighten the idea of contrast expressed by these conjunctions.

The case was closed last week, but the report on it has not yet been filed.

61b To emphasize individual clauses—using a period to separate

To give the most emphasis to the individual clauses—when the thought relationship of the clauses is not especially close—separate them by a period, making each a simple sentence.

The meeting was over. The committee members had returned to their hotels. Some had even left town.

NOTE: Clauses may be separated by a period, even when the clauses need a conjunction to express the exact relationship between

them. Using a period between the clauses, even when a conjunction is present, emphasizes the individual clauses by calling the reader's full attention to each one.

> The report was submitted to the Director last week, with the expectation that it would be approved immediately. But as yet no action has been taken.

When the conjunction is a conjunctive adverb, it does not have to appear first in the clause.

> The report was submitted to the Director last week, with the expectation that it would be approved immediately. As yet, however, no action has been taken.

61c To emphasize individual clauses—using a semicolon to separate

If the relationship between two clauses is clear without a conjunction—and if the relationship is a close one—we may separate the clauses by a semicolon.

> The committee evidently arrived at several solutions to this problem; their report was submitted to the Director yesterday.

NOTE: The semicolon is also used to separate clauses linked by a conjunctive adverb, whether the adverb appears between or in the body of the second clause.

> The report was submitted to the Director last week, with the expectation that it would be approved immediately; however, as yet no action has been taken.

61d To express special relationships

Introductory Main Clauses

We may use either the colon or the dash between an introductory clause and a second clause which completes or explains what the first clause says.

> It is just as he predicted—as hard as we worked, we were not able to complete the report on time.
>
> We can present the information in either of two ways: we can ask for an appointment to report in person, or we can prepare a written report.

The Semicolon With the Coordinate Conjunction

We may use a semicolon between two clauses linked by a coordinate conjunction:

(1) when the clauses contain commas:

> We will, of course, attempt to finish the project by the deadline; but, as you know, we have had several serious delays.

(2) when we wish to emphasize one clause in a sentence that contains three main clauses:

> The money has been allotted, and the staff has been chosen; and now the real work begins.

The Comma With No Conjunction

We may use a comma:

(1) to separate the two parts of an echo question:

> You didn't believe me, did you?
> That was your brother, wasn't it?

(2) to separate short parallel clauses:

> The thunder roared, the lightning flashed, the rains came.
> Some people liked it, more didn't.
> It's a bird, it's a plane, it's Superman.

SUMMARY

Here, in diagram form, and in the order in which they are discussed above, are the ways in which we may separate main clauses.

61a To show close relationship between clauses:

********** and **********.
**********, and **********.
**********, for **********.
**********, but **********.
**********, nor **********.

61b To emphasize individual clauses—using a period to separate:

**********. **********.
**********. But **********.
**********. However, **********.
**********. ***, however, ****.

61c To emphasize individual clauses—using a semicolon to separate:

**********; **********.
**********; however, **********.
**********; ***, however, ****.

61d To express special relationships:

Introductory Main Clauses

**********—**********.
**********: **********.

The Semicolon With the Coordinate Conjunction

, ***, *; and ***, *******.
**********, and **********; and **********.

The Comma With No Conjunction

**********, *****? (echo question)
**********, **********, **********.

62 *Enclosing Modifiers and Appositives*

We may choose any one of three sets of punctuation marks to enclose a modifier, an appositive, or any other expression that interrupts the flow of the sentence.

THE COMMA is the mark most frequently used for this purpose. It is the lightest of the three possible marks, indicating only a slight separation in thought between the element enclosed and the rest of the sentence.

That textbook, *which was published less than a year ago*, is already out of print.

THE DASH emphasizes the element being enclosed. It may also be used, even when no special emphasis is needed, to enclose an element containing internal commas.

Miss Holtzman—*who has never taken a day of sick leave in 32 years*—is at home today with a cold.
(Element enclosed by dashes for emphasis)

Miss Holtzman—*you remember, the woman who welcomed you when you first came to work here*—is retiring next week.
(Element contains internal punctuation)

PARENTHESES indicate that the element being enclosed is only loosely connected with the thought of the sentence. Parentheses usually enclose material meant for reference or explanation.

In spite of his resistance (*which still continues strong*), the plan was adopted.
His latest book (*published by Harper*) will be available later this month.

Below are three variations of the same sentence. Notice the degrees of emphasis we may give the enclosed element by our choice of punctuation.

The gray frame building, *built during World War I*, which has housed our offices for the past two years is scheduled to be torn down next year.
The gray frame building—*built during World War I*—which has housed our offices for the past two years is scheduled to be torn down next year.
The gray frame building (*built during World War I*) which has housed our offices for the past two years is scheduled to be torn down next year.

Restrictive and Nonrestrictive Modifiers

Modifiers and appositives are classed as *restrictive* or as *nonrestrictive*.

A restrictive modifier or appositive cannot be omitted without changing the meaning of the sentence. It restricts or limits the word preceding it, and by answering the question, "Which one?" also serves an identifying function. Because restrictive modifiers are essential parts of the sentence, they are not set off by commas.

A nonrestrictive modifier or appositive, on the other hand, is not essential to the meaning of the sentence. It may add interesting or helpful information, but it is not necessary as a restrictive modifier is. To show that they contain ideas of secondary importance, nonrestrictive modifiers are set off by commas.

62a Adjective modifiers

Restrictive adjective clauses, verbal phrases, and prepositional phrases are not set off from the rest of the sentence by commas. Nonrestrictive modifiers are.

Restr: The employee *who wrote that letter* is on leave today.
Nonr: Mr. Jameson, *who wrote that letter*, is on leave today.

Restr: The new agent *from Milwaukee* is doing a good job.
Nonr: Mr. Jameson, *from Milwaukee*, is new to this office.

Restr: The report *to be presented at tomorrow's meeting* is being duplicated.
Nonr: The survey committee's report, *to be presented at tomorrow's meeting*, is being duplicated.

Restr: An office in a building *built in 1918* may not meet the needs of today's executive.
Nonr: That red brick structure, *built in 1918*, is scheduled for demolition.

Restr: The changes *proposed in your letter dated January 17* are being carefully studied.
Nonr: The changes in the sorting machine operation, *proposed in your letter dated January 17*, are being carefully studied.

Logic will sometimes tell the reader whether a modifier is restrictive or nonrestrictive, the punctuation serving only to point up what is already obvious. But sometimes a sentence may have two possible meanings, depending upon whether the modifier is considered restrictive or nonrestrictive. In these cases the reader is entirely dependent on the writer's correct punctuation of the modifier.

Restr: His estate was willed to his daughters *who had not married* and to his son.

(This sentence says that only his *unmarried* daughters were included in the will; any *married* daughters received no part of the estate.)

Nonr: His estate was willed to his daughters, *who had not married*, and to his son.

(This sentence says that all his daughters—who, incidentally, were not married—were included in the will.)

Restr: We discussed the problem with a lawyer *who was able to explain it.*
Nonr: We discussed the problem with Counselor P. Mason, *who was able to explain it.*

626 Adverbial modifiers

Adverbial modifiers are not always clearly restrictive or nonrestrictive. Often only the writer can determine whether an adverbial modifier is essential to the meaning of the sentence. Then, too, the punctuation of adverbial modifiers is not solely dependent upon whether the modifier is restrictive or nonrestrictive. Factors such as the position and length of the modifier and the amount of emphasis it should have also play a part.

As a general rule we should not set off a restrictive adverbial modifier that occurs at the end of the sentence.

I have not heard from him *since last Thursday.*
He will not miss the meeting *if we send him a wire.*
What is the procedure *under these circumstances?*
He was in his early thirties *when he worked here.*

NOTE: Both restrictive and nonrestrictive adverbial modifiers are usually set off if they come at the beginning of the sentence.

We may or may not set off a nonrestrictive adverbial modifier that comes at the end of the sentence. We should ordinarily set it off if it is long or if it needs special emphasis.

This project must be finished on time, *even if it means overtime for the whole staff.*
The bill is expected to pass, *although there is strong opposition to it in some quarters.*
This is all the information we have, *so far as I know.*

We have three ways of punctuating an adverbial clause or phrase which immediately follows a conjunction:

(1) no punctuation:

He is planning to attend, but *if the time is changed* he will have to cancel.

(2) punctuation after the modifier only:

We may have a slight budgetary surplus; and *if no more urgent use for the money arises before the end of the month,* we may order the new projector.

63b Prepositional phrases

We do not usually separate introductory prepositional phrases from the sentence unless they deserve special emphasis.

On August 27 the new rule will go into effect.
In Washington the weather is usually pleasant in May.
In spite of his objections we plan to release the report.

But

In the operation of that particular machine, Jones has the highest production record.
In the first place, he has more experience at that job.

63c Introductory elements with connective force

If the element is obviously parenthetical, separate it from the rest of the sentence.

In the light of this report, we must review our earlier decisions.
On the other hand, his may have been a hasty decision.
As a result, we will have to postpone our planned meeting.
On the contrary, he may have an answer for us by Thursday.
However, we must not plan on anything as risky as that.

But if the expression is short and closely connected with the thought of the sentence, separating it will only destroy the smoothness of the sentence.

Last month our average was higher than it has been all year.
Indeed the progress is most encouraging.
Possibly we may be able to exceed last year's record.
Thus we will establish a new high in production.

64 *Punctuating Parenthetical Elements*

By *parenthetical* we mean any element that interrupts the flow of the sentence. Some of the elements we discussed in earlier sections may be considered parenthetical. This section will list some others—elements that are not needed for grammatical completeness but that are related to the thought of the sentence. Parenthetical elements are set off from the rest of the sentence—in most instances by commas. If the parenthetical element occurs in the middle of the sentence, be sure that it is preceded and followed by a punctuation mark.

64a Interrupting transitional expressions

We were able, *fortunately,* to catch the letter before it was mailed.
He was ordered, *therefore,* to return at once.

This, *however*, was impossible.
We will, *of course*, be happy to help you.
This, *on the other hand*, should be easier.
I was, *as a matter of fact*, planning to call you.

64b Interrupting expressions identifying speaker or source

This project, *we feel*, is our most important one.
The results, *it is now believed*, will be successful.
The course, *as you know*, will begin next Monday.
This report, *I might say*, is the best you have done.
"The meeting," *he said*, "was an outstanding success."

64c Addresses, dates, titles

Please send applications to the Training Division, *Room 5700, Internal Revenue Building, Washington 25, D.C.*
He is a member of the Alexandria, *Virginia*, Chamber of Commerce.
The District Director at Los Angeles, *California*, has sent your letter to me.
I read it in a Baltimore, *Maryland*, newspaper.
The representatives will be from Chicago, *Illinois;* Omaha, *Nebraska;* Salem, *Oregon;* Austin, *Texas.*

Your letter of July 6, *1959*, arrived while I was on leave.
(If the day is not included, the month and year are usually written with no punctuation: *July 1959.*)

Mr. Robert W. Laws, *chairman of the committee*, will speak at the opening ceremonies.
Please forward your estimates to the Director, *"X" Division, National Office*, by close of business June 2.

64d Nominative absolute

All things being equal, I believe he will win.
There being no further discussion, the meeting was adjourned.
The measure having been passed by a large majority, the chairman went on to the next item.

64e Words in direct address

Tell me, *Doctor*, how serious is it?
With your permission, *Mr. Chairman*, I would like to answer that question.
Would you like me to call you when it is ready, *sir*?

65 *Separating Coordinate Items in Series*

Separate coordinate items in series by punctuation unless they are joined by coordinate conjunctions. The comma is the mark most

often used, although we may use the semicolon to separate items containing internal commas and the dash to throw strong emphasis on the individual items.

65a Series with coordinate conjunction

When the items are connected by coordinate conjunctions, they do not usually need any punctuation. But we may punctuate if the series is long or if we want to emphasize the items.

Either: The instructor and his students and the rest of the faculty heard the discussion.
or: The instructor, and his students, and all the faculty that were able to attend heard the discussion.

65b Series with no connective

To make the meaning clear, we need to separate the items in a series containing no connectives.

My ambition now is to get away from the office, to lie on the beach, to listen to the surf.

He was making a typical departure for a meeting, calling instructions to his staff, hurriedly signing last-minute correspondence, stuffing papers into his brief case.

65c Series with connective joining last two members

A series with a connective joining the last two members may be punctuated in either of two ways:

Either: He ordered paper, pencils, and erasers.
Or: He ordered paper, pencils and erasers.
Either: Every piece of writing has a beginning, a middle, and an end.
Or: Every piece of writing has a beginning, a middle and an end.

NOTE: Many writers (and certainly most readers) prefer the use of the comma before the connective because this punctuation leaves no doubt in the reader's mind that the last two members of the series are to be considered separately.

65d Consecutive adjectives (two or more)

Separate by commas only those consecutive adjectives which are coordinate. Adjectives are coordinate if (1) they can be linked by *and* and (2) they independently modify the substantive:

Coordinate (each adjective independently modifies the substantive):

a lengthy, overdue report
(a lengthy *and* overdue report; an overdue *and* lengthy report)
a careful, painstaking review
a busy, ambitious, clever man

Not coordinate (each adjective modifies all that follows it):

the new statistical chart (not: new *and* statistical)
a gray flannel suit (a flannel suit that is gray)
a green ballpoint pen

66 *The Punctuation Marks*

Intended more for reference than for study, this section lists the punctuation marks and their major functions. Many of the items will necessarily repeat, in different sequence, material covered in sections 61 through 65.

66a Use the period:

. . . to mark the end of a sentence that is not a question or an exclamation.

An agreement was reached on that case last week.

. . . after a request—to distinguish it from a direct question.

Will you please send us three copies of the January 17 memo.
Will you let us know whether you can attend the conference.

. . . after words or phrases that stand as sentences. (This is not an endorsement of fragmentary sentences; but if sentence fragments must be used, they are followed by periods.)

True.
What time will you be back? By noon.

. . . after abbreviations and initials.

The taxpayer, R. D. Pale, M.D., is employed by the Central Medical Association.

. . . to show that material has been omitted from a quotation. Omissions are usually shown by three periods, in addition to any other punctuation needed at that point in the material.

The report stated, "Preliminary investigations . . . disclose no reason for discontinuing the procedure at this time."
The report stated, "Preliminary investigations by the committee members disclose no reason for discontinuing the procedure . . . ."

66b Use the question mark:

. . . after a sentence that asks a *direct question.* (Not after a request, even though it is phrased as a question.)

Have you heard from Mr. Rollins this morning?
You know the letter I mean, don't you?

But: He asked where Mr. Rollins was. (Indirect question.)

. . . to indicate doubt about the correctness of a statement.

The company was established in 1920(?) and was incorporated in 1921.
About a year after the company was established (1920?), it was incorporated.

. . . to replace the commas in an interrogatory series in order to emphasize the individual members of the series.

Do you have the letter? the cards? the file?

66c Use the exclamation point:

. . . after an exclamatory sentence or remark, to show strong feeling. (The exclamation point should be used sparingly—rarely in expository writing.)

That's the longest report I've seen yet!
Whew! What a day!

66d Use the comma:

. . . to separate main clauses joined by a coordinate conjunction.

The case has been closed, and the agent has reported.
The case is closed, but the agent has not reported.
The case is closed, yet no report has been filed.

. . . to separate short, parallel main clauses not joined by a coordinate conjunction.

The table was cleared, the books were brought out, the evening's work was begun.

. . . to separate the two indcpendent clauses of an echo question.

You thought I'd be late, didn't you?

. . . to set off a nonrestrictive adjective modifier.

Mr. Jameson, *whom you met last week*, will help you.

The "X" Company, *established in 1873*, is the city's oldest business firm.

Exhausted from a long day of meetings, he stuffed some papers into his briefcase and left for the airport.

Elated, he called his staff in to tell them the news.

. . . to set off a nonrestrictive adverbial modifier at the end of a sentence, especially if it is long or needs special emphasis.

I will call you at 4 o'clock, *after the messenger brings the mail*.

I have not seen him since Tuesday, *when he spoke at the luncheon*.

We must finish this report by Friday, *even if we have to work on it at night*.

. . to set off a nonrestrictive appositive.

My brother, *James*, has been visiting me.

James, *my youngest brother*, has been visiting me.

Office equipment, *such as typewriters and adding machines*, must be oiled regularly.

. . . to set off an introductory adverbial modifier. (If the modifier is short and if no confusion will result, it is not set off.)

When you get back to the office, look up that information and call me.

If your figures are correct, we will have enough money left to buy that new equipment.

Because she was familiar with the files in the division, she was able to assemble the data on time.

. . . to set off an introductory prepositional phrase that demands special emphasis.

In spite of his head cold, he put in a full day at the office.

In the light of his objections, we may reconsider the proposed change.

. . . to set off an introductory transitional expression that is not closely related to the meaning of the sentence.

On the other hand, his statement may be based on nothing more than opinion.

In the first place, we do not have the funds to undertake the project right now.

. . . to set off an interrupting transitional expression.

We may, *of course*, postpone the meeting indefinitely.
He will, *therefore*, be forced to submit a written statement.
We must be sure, *however*, that he understands the serious nature of the charges.

. . . to set off an interrupting expression identifying speaker or source.

A little change of pace, *we decided*, was just what we needed.
The report, *as you may remember*, was not approved immediately.
That, *I feel*, may be the root of our problem.
"Your organization," *he said*, "has done an outstanding job."

. . . to set off addresses, dates, titles.

He moved to Omaha, *Nebraska*, shortly after he graduated.
Your letter of July 6, *1959*, explains the problem clearly.
The reports are due in the office of the Director, *Personnel Division*, by noon Friday.

. . . to set off a nominative absolute phrase.

The meal having been paid for, he felt he must eat it.
The report having been submitted, he prepared an errata sheet.

. . . to set off words in direct address.

Sir, your letters are ready for signature.
Your letters are ready for signature, Mr. Brown.
May I interrupt, *Mr. Chairman*, to ask that the question be repeated.

. . . to separate coordinate items in a series.

He asked that paper, pencils, and ashtrays be placed in the conference room.
He said it had been an exciting, exhausting day.

66e Use the semicolon:

. . . to separate main clauses not joined by a coordinate conjunction.

We submitted the project plans to the Director this morning; they were approved by noon.
The Director publicly commended us for our work; he is particularly pleased about the new accounts system.
We have completed the report; that is, we have completed the first draft.

. . . to separate main clauses joined by a conjunctive adverb.

The Director publicly commended us for our report; however, he later asked us to rewrite the conclusion.

The new system is scheduled to begin next Monday; we will, therefore, need the manuals by Friday.

. . . to separate main clauses joined by a coordinate conjunction when the clauses contain commas (if the semicolon is needed for clarity).

You will, of course, want to notify him; and, unless he is out of town, he will surely attend. (Comma after *and* is optional.)

He has given his tentative approval; but, naturally, he will wait until after the trial run to make a final decision.

. . . to emphasize one of three main clauses in a sentence.

The plans have been made, and the staff has been chosen; now we are ready to begin.

. . . to separate coordinate items in a series when the items contain internal commas.

Attending were representatives from Omaha, Nebraska; Los Angeles, California; Salem, Oregon; and San Francisco, California.

Meeting to discuss the new plan were: Wilson, just in from New York; Addison, here only for the day; and James, only recently back from his place in the country.

66f Use the colon:

. . . between main clauses when the second clause completes or explains the first.

There are two courses open to us: We can demand that the issue be reopened, or we can abide by the decision until the group meets again in the fall.

. . . after an expression that formally introduces a list, an explanation, or a quotation.

Our new secretary will need to possess three qualities: endurance, patience, and humor.

Our supply list includes the following items: one ream of bond paper, one box of pencils, and three typewriter ribbons.

The topic of the report is: An Appraisal of the Jacobs System.

In his talk the Director said: "This division has, in the past few months, made great strides in reducing the backlog of cases."

66g Use the dash:

. . . between main clauses when the second clause explains or summarizes the first.

The decision was obvious—we would have to recall all tests until we could recheck them.

He has done two things of which he is enormously proud—he has led the division to increased production, and he has helped increase the prestige of the division throughout the organization.

. . . to set off a nonrestrictive modifier or parenthetical element that contains internal commas.

The Williams Building—built, it is believed, in 1900—was torn down three years ago.

. . . to emphasize a nonrestrictive modifier or parenthetical element that is normally set off by commas. (Used rarely in Revenue writing.)

He was—fortunately—able to deliver the pictures by the deadline.

I plan to ask Wade—who is the person who surely ought to know—how this plan was first devised.

. . . to set off a nonrestrictive appositive for special emphasis.

Only one member—the chairman—can break a tie vote.

There is just one thing wrong with the filing system—you can't find anything!

66h Use parentheses:

. . . to enclose a nonrestrictive modifier or parenthetic element that is only loosely connected with the thought of the sentence.

The book (published in 1949) has been most helpful to me.

His discussion of those principles (pages 44–49) is one of the best I've seen.

Mr. X (who probably knows more about offers in compromise than anyone else in the Service) is being transferred to our Atlanta office.

NOTE: If other punctuation is needed at the place in the sentence where the parentheses occur, it follows the closing parenthesis. But if the punctuation pertains to the parenthetic matter it is placed within the parentheses.

If you plan to attend the meeting (to be held at the Statler Hotel), please notify us by June 1.

The director has approved our report (Publication No. 333); it will be released later this week.

His promotion is barred by the Whitten Amendment. (See C.S. Reg. 2.501(j).)

His promotion is barred by the Whitten Amendment (C.S. Reg. 2.501(j)).

66*i* Use quotation marks:

. . . to enclose any direct quotation, whether a single word, a sentence, or several paragraphs. Do not include within the quotation marks any explanatory expressions not a part of the quoted material.

He described the new procedure as "long needed and much appreciated."
He assured us that the procedure had been "promulgated."
"We are faced with a difficult task," he stated; "but I am sure we will accomplish it."

NOTE: In Revenue writing, it is frequently necessary to define terms or identifying expressions. The word(s) being defined should be enclosed in quotation marks, whether or not they are preceded by such words as "the term," "the expression," etc.

For income tax purposes, the term "adjusted gross income" means . . .
A "nonresident alien" is a person who . . .

. . . to enclose the entire quotation, not the individual sentences, when the quotation consists of several sentences.

"I am pleased with the progress we have been making in recent months," the Director remarked. "Production is up, and morale seems to be high. All in all, we have come a long way since we first began this project."

. . . before each paragraph of a series of quoted paragraphs, but after only the final paragraph.

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. . . to enclose the title of a published work that is part of a larger whole, such as an article from a magazine, a chapter from a book, a poem from a collection. The title of the complete work is usually italicized in printed copy and underlined in typed copy.

For examples of this style, read the chapter on "How to Write Like a Pro" in Rudolf Flesch's *A New Way to Better English*.
Of interest to every executive is "How to Take the Tension Out of Your Job," an article in the May issue of *Management Methods*.

Use single quotation marks to enclose a quotation within a quotation.

> Addison remarked, "The phrase 'initiate any appropriate action' seems to leave a lot to the imagination."

When a quotation is given in indirect form, no quotation marks are used. An indirect quotation is usually introduced by *that*.

> Direct quotation: He said, "I mailed my tax return yesterday."
> Indirect quotation: He said that he mailed his tax return yesterday.

Quotation Marks With Other Marks of Punctuation

The comma and period are placed inside the quotation marks, whether or not they are a part of the quoted material.

> "I wonder," he said, "if we will ever finish it."

NOTE. There is one exception (and only one, so far as we know) to the placing of the comma and period inside the quotation marks, regardless of whether they are a part of the quoted material. When you are writing about insertions in, or deletions from, certain legal work, such as laws and regulations, put the punctuation mark outside the quotation marks *unless it is a part of the material to be inserted or deleted*.

> Insert the words "growth", "production", and "manufacture".
> To be inserted immediately after the words "cadets, U.S. Coast Guard;".
> Change "February 1, 1951" to "June 30, 1951".

The semicolon and colon are placed outside the quotation marks unless they are a part of the quoted matter.

> "We have come far, but we have farther to go"; that is the note on which he began his speech.
> I have only one thing to say about the "X Report": it will be a long time before we hear the last of it.

The question mark and exclamation mark are placed inside the quotation marks if they are a part of the quotation; outside if they are not.

> He asked, "Do you plan to attend the meeting?"
> Could we describe the project as "essentially completed"?

Use *only one* terminal punctuation mark at end of sentences. *Examples:* (1) Who was it who said, "Know thyself"? (2) He frowned when she asked, "Why?" (3) Which student asked, "Why?"

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